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ANNUAL REPORT 1998-99

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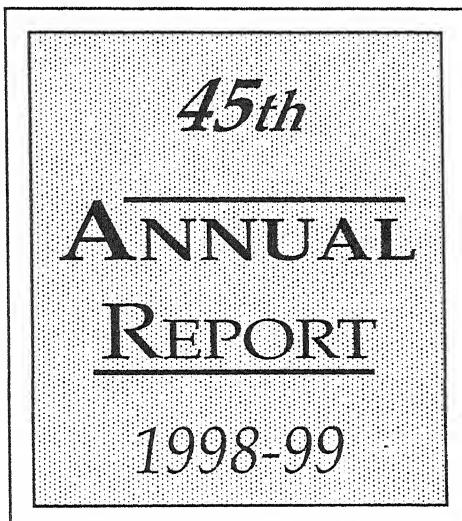
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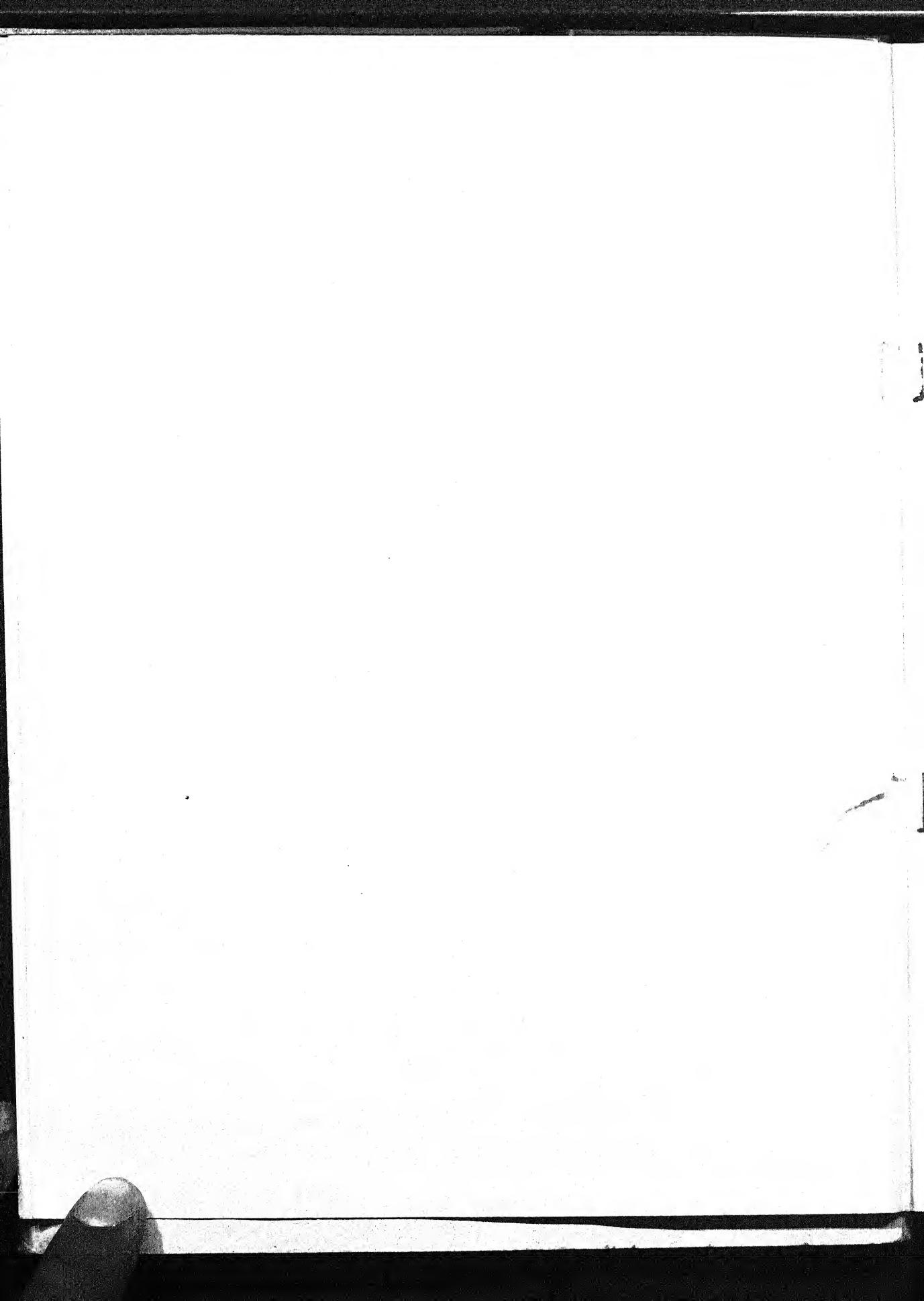
**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Indraprastha Estate, Ring Road, New Delhi-110 002 (India)**



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110002



PRESENTED TO THE ANNUAL MEETING OF THE
GENERAL BODY ON THE 30TH OCTOBER, 1999



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President of India

President

Shri Krishan Kant
Vice-President of India

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Secretary, Department of Education, Ministry of Human Resource Development
Secretary, Department of Rural Employment and Poverty Alleviation,
Ministry of Rural Area and Employment

Director & Member-Secretary
Shri M.C. GUPTA

FROM THE DIRECTOR

We stand on the threshold of the new millennium and it is time to ponder over IIPA's role to meet the challenges of the next century. Our main strengths are:

- our experience built over the last 45 years in various facets of public administration
- our focus on changing role of civil servants and their capacity building
- our orientation on excellence, relevance and application
- our capability to move with the time and to innovate
- Networking with national and international institutes
- our facilities and resources

These characteristics make IIPA uniquely equipped to promote a critical understanding of the dynamics of public administration, the social, political and economic environment within which it functions, and in promoting administrative excellence.

Establishment of IIPA with liberal support extended by the Government is reflection of the importance attached to the problems of governance in the country. The establishment of a Regional Branch in almost every state and Local Branches at district level has further helped to spread this awareness. The Institute's Journal—*Indian Journal of Public Administration*—published over the years, has all along maintained a high standard and has now come to acquire a status of repute in the professional literature on the subject. Similarly, *Nagarlok*, the quarterly journal on urban administration has also acquired a certain stature in Public Administration. The Institute can take legitimate pride in its library with upto date collection of books and periodicals. Over the years the Institute has acted as a national forum for serious exchange of ideas on critical themes through conferences, seminars, workshops, etc., for practicing administrators, academicians and others engaged in study and research of public administration. To enhance capacity of practicing administrators, academic-cum-professional training courses are organised on regular basis, supported by continuous research, consultancy and case studies. The growing interest in Institute's activities is evident from its membership which has increased from 500 at its inception to over 10,000 now.

A mention was made in the last year's report about a major study undertaken by the Institute on "Twelfth Lok Sabha Elections: Policy, Process and Post-Script". This study has since been completed and a validation seminar on its findings was held at the Institute in June 1999. The study covers comprehensively the various dimensions of managing elections in world's largest democracy.

Education and Training continue to be our priority. In August 1998, a new part-time post-graduate Diploma Course on Information Technology and Management was launched, for civil servants, executives in public sector undertakings and others. The course imparts practical skills in use of computers and related technologies and its application to management of public services.

Another prestigious venture of the Institute was the partnership with the University of Birmingham and Civil Service College, U.K. for their one year Public Service M.B.A. Programme designed for middle management officers. IIPA's role was to handle the one-week Pre-UK and two-week Post-UK training modules. The programme also provided opportunity to three faculty members including the Director to visit UK for interaction with the faculty of the Birmingham University and the course participants. For the year 1999-2000, IIPA has again been selected as the Partner Institute in India with a much broader role to play.

The participants of the 24th Advanced Professional Programme in Public Administration (APPPA) were attached to the world renowned French Institute, namely, ECOLE Nationale d'Administration (ENA) during November, 1998 for having an overview of the French system of administration and the functioning of the European Union. This could be made possible due to close contacts developed by the two Institutes.

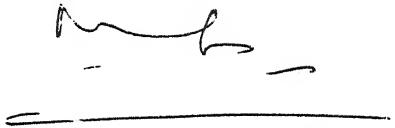
Apart from ENA, IIPA has forged international linkages with (a) Mauritius Institute of Public Administration and Management (MIPAM) for conducting courses/workshops for their civil servants, executives and the faculty, collaborative research, information sharing etc., and (b) University of Namibia, 'Centre for Public Service Training' for training Namibian Civil Servants, carrying out joint research projects, exchange of faculty and sharing of information, etc. I had the good fortune of an exciting and inspiring audience with His Holiness the Dalai Lama at Dharamshala in July, 1998. His Holiness appreciated the support provided by the Government of India and the people of India to the people of Tibet and the contribution made by the IIPA in training civil servants of the Central Tibetan Administration. We do hope to receive him at the IIPA in the near future.

The most noteworthy event of the year was the visit of the Prime Minister of India Shri Atal Bihari Vajpayee to deliver the Founders' Day Endowment Lecture and the Convocation Address to the participants of 24th APPPA, on 29th March, 1999. The historic visit of Prime Minister was memorable in many ways. It was after long years that India's Prime Minister visited the Institute. His address was most thought provoking wherein he exhorted IIPA to benchmark itself against other institutes and observed that IIPA could help in carrying out administrative and legal reforms.

Hon'ble President of India Dr. K.R. Narayanan, our Patron and Hon'ble Vice-President of India Shri Krishan Kant, our President, have been very kind and generous to us and we are indeed grateful to them.

I place on record my deep sense of gratitude to the Hon'ble Chairman and

Members of the Executive Council and the Chairman, Standing Committee as well as members of other Committees for their continued guidance and advice for management and development of the Institute. The unstinted and positive support of the faculty and the excellent work put in by the Administrative Staff saw all round improvement in our academic endeavours and the much needed development of Institute's infrastructure. I am also thankful to the guest faculty who lent support to us and enabled us to sustain our training programmes and other activities. We have received excellent support from the Department of Personnel and Training, Ministry of Finance, Ministry of Urban Development, Ministry of Agriculture and the Planning Commission. I look forward to closer and more purposeful relationship not only with the Union Government but also the State Governments, our Regional and Local branches, State Institutes of Administration and the national level apex institutions. And, finally I would like to place on record my immense gratitude to all members of IIPA for their enthusiastic and positive support to our activities.



(M.C. GUPTA)

Forty-Fifth Annual Report

1998-99

AN OVERVIEW

This Forty-fifth Annual Report of the Institute pertains to the year 1998-99. The activities of the Institute are organised in four inter-related programmes:

- (i) Research,
- (ii) Training,
- (iii) Advisory and Consultancy Services, and
- (iv) Dissemination of Information.

The Institute undertakes research studies on substantive issues on its own initiative as well as on themes sponsored by the Government, national organisations and international agencies. The Institute offers consultancy services on operational problems to the Government and public sector enterprises. The Institute conducts training programmes on various aspects of public administration falling broadly into the following two categories :

I. Sponsored Programmes including : (a) those sponsored by the Department of Personnel and Training, (b) Sponsored by the Ministry of Urban Affairs and Employment and conducted by the Centre for Urban Studies, (c) Sponsored by the Ministry of Agriculture and conducted by the National Centre for Disaster Management, and (d) Sponsored by other Ministries/Departments, Public Sector Undertakings, etc.

II. Fee-based Programmes evolved by the Institute.

Dissemination of information is provided through regular and special publications as well as through seminars, workshops, conferences, special lectures, etc.

IIPA Foundation Day

The Institute celebrated its 45th Founders' Day along with Valedictory Function of its 24th Advanced Professional Programme in Public Administration (APPPA) in its Auditorium on March 29, 1999. Hon'ble Shri Atal Bihari Vajpayee, Prime Minister of India graced the occasion and addressed the joint function. Shri S.B. Chavan, Chairman IIPA and Shri M.K.R. Janarthanan, the then Minister of State for Personnel, Public Grievances and Pensions also addressed the gathering. A detailed account of this momentous event is given later in the Report.

Proposed SAARC Centre for Public Administration and the Centre for Ethics and Government

The Institute has been striving to establish the SAARC Centre for Public Administration and a proposal to this effect has been submitted to the Government. In addition, we also propose to set up a Centre for Ethics in Government and Public Life of which a mention was made by Chairman, IIPA in his address on March 29, 1999. We have received positive response from the Government on these initiatives.

Committee to review the composition of the Executive Council and its various Committees

In pursuance of the decision of the Executive Council taken in its meeting held on August 28, 1998, Chairman, IIPA constituted a Committee of the following:

1. Dr. V. Subramanian – Chairman
2. Shri V. Aivalli
3. Prof. (Mrs.) Noorjahan Bava
4. Dr. V. Shanmugasundaram
5. Shri S.S. Singhania
6. Shri T.N. Dhar
7. Director, IIPA

The terms of reference of the Committee are:

1. To consider various suggestions/observations received from members of the Executive Council, Branches, members of the Institute, etc. regarding the composition of the Executive Council, its various committees, functions thereof, term, representation, etc.
2. To suggest amendment of existing rule(s), if any, in the light of the recommendations of the Committee.
3. To examine such election related matters as may not have been considered by the earlier Committee headed by Shri G.C.L. Joneja.

The Committee had many rounds of deliberations and has submitted its First (Interim) Report.

Research and Consultancy

During the year, the Institute completed the following research studies:

1. "Twelfth Lok Sabha Elections: Policy, Process and Post Script"—coordinated by Dr. Doll Arora under the guidance of Director, IIPA. (IIPA funded)
2. "Human Habitats: Emerging Issues in Developing Countries" by Prof. G.K. Mishra. (Non-funded)

3. "Citizen Government Interface in Urban Environmental Problems" by Prof. V.K. Sharma. (IIPA funded)
4. "Poverty Alleviation Programmes and their Implementational Bottlenecks: A Study of Madhya Pradesh" by Prof. R.K. Tiwari. (Funded by Ministry of Rural Development, Government of India)
5. "Bio-diversity Conservation Prioritisation Project" by Shri Shekhar Singh. (WWF - India funded)
6. "Natural Resource Accounting" by Shri Shekhar Singh. (Funded by Ministry of Environment and Forests, Government of India)
7. "Concurrent Evaluation of Indira Awas Yojana (IAY) and Million Wells Scheme (MWS)—A Pilot Study" by Dr. Sujata Singh. (Funded by Ministry of Rural Areas & Employment)

The major findings of the above studies follow later in the Report.

Consultancy

The Institute completed the following consultancy assignments during the year:

1. "Determination of Rational Pay Structure for Subordinate Judiciary in India" by Shri M.C. Gupta, Director, IIPA, Prof. O.P. Minocha and Prof. S.S. Singh (assigned by the First National Judicial Pay Commission of India).
2. "Development and Implementation of Computer Software for inter-regional and intra-regional transfer of Teachers of Kendriya Vidyalaya Sangathan" by Prof. J.C. Kapur (assigned by Kendriya Vidyalaya Sangathan).
3. "Design and Application of Computerised Skill Test for Recruitment" by Prof. J.C. Kapur (assigned by Kendriya Vidyalaya Sangathan).
4. Developing a computerised skill test to include revised criteria for speed and accuracy for skilled employees of the Employees Provident Fund Organisation by Prof. J.C. Kapur (assigned by the Employees Provident Fund Organisation).
5. Software Development and "Facilities Management" at Inland Container Dept. of the Central Warehousing Corp. New Delhi.
6. "Trade Related Entrepreneurship Assistance and Development Training" by Prof. Aasha Kapur Mehta (assigned by UNDP).

Training

Apart from the prestigious 24th Advanced Professional Programme in Public Administration, Post-Graduate Professional Programme in Information Technology and Management and the one year M.B.A. in Public Service Management in collaboration with the University of Birmingham and the Civil Service College of

U.K., the Institute during the year organised 59 training programmes and 7 seminars/ workshops/conferences. The details of the training programmes/ workshops conducted during the year are given in Annexure IX.

Case Study Programme

The Institute in collaboration with the Institute of Public Enterprise, Hyderabad organised a two-day case study workshop on Public Sector Undertakings. It also published a volume of prize winning entries on case studies entitled "Studies in Public Administration in India: Case Studies".

Conferences/Seminars/Workshops

The Institute during the year organised the following Conferences/Seminars/ Workshops on different themes :

1. National Seminar on 'Netaji's Contribution to India's Freedom Struggle and Nation Building'.
2. National Seminar on 'MPs and MLAs as Public Servants: Privileges and Obligations'.
3. Seminar on 'Civic Consciousness: Delhi Perspective'.
4. Conference of Relief Commissioners of States and Union Territories.
5. Workshop on 'Role of Media in Disaster Management'.
6. Workshop on 'Natural Disaster Prevention and the Media'.
7. Workshop on 'Case Studies in Public Sector Undertakings'.

A detailed account of the above Conferences/Seminars/Workshops follows later.

New Internal Lecture Series

With a view to encourage the faculty, a new lecture series was initiated wherein each faculty member would be invited to make a presentation on a topic of his/ her choice followed by a question-answer session. During the year under report, the following presentations were made:

1. The first lecture presentation was on "Political Economy of Public Policy: Contextual Challenges and Conceptual Categories" by Dr. Dolly Arora, on May 4, 1998.
2. The second lecture in the series was delivered on June 8, 1998 by Dr. R.K. Barik, who presented a paper on "Leadership Crises and Its Impact on the Government System in India".
3. The third lecture was delivered by Prof. P.K. Chaubey, on "Human Development Index" on July 27, 1998.

Library

The Institute's Library provides information service to the planners, policy makers, legislators, executives, researchers, academics, trainers, trainees, etc. With present collection of over 1.81 lakh volumes, it subscribes 210 periodicals including 14 newspapers, and receives 160 periodicals on complimentary and exchange basis. It also added a few more video films to its repository of 138 video films for use in the training programmes. The Library also acquired three C.D. Roms and 296 floppies containing data on Census of India (1991).

Indian Journal of Public Administration (IJPA) and Nagarlok

The Indian Journal of Public Administration enjoys wide readership and has been receiving appreciative references both from India and abroad. The Institute brought out four issues during 1998-99, which also included a Special Issue on "Towards Good Governance". The other quarterly Journal "Nagarlok" is recognised as the leading publication in the area of Urban Development, and four issues were brought out including the special issue on "Urban Infrastructure Developments". The Institute published 6 books on its own and brought out one through an empanelled publisher, besides 12 issues of monthly Newsletter.

Regional and Local Branches

During the year under review, three new Local Branches at Tirupati, Muzaffarpur and Howrah were established. The IIPA Gujarat Regional Branch and the Aurangabad Local Branch were revived. Brief reports on the activities of the Branches are given in Annexure X(a).

Infrastructural Improvements

Through plan funds, it has been possible to undertake the renovation and modernisation of the Institute's main building complex, hostel block and partially the auditorium and residential blocks. The much needed modernisation also included the replacement of some obsolete furniture/equipment and overall improvement of general facilities.

The following major improvements were carried out during the year:

Main Building

(a) Construction of Cycle Shed, 5 Garages, and servant quarters, (b) Renovation of APPPA Hall, (c) External face-lift of main office complex, Auditorium and residential buildings, (d) New furniture for faculty members and Senior Officers, (e) Replacement of Conference Hall Chairs, (f) Augmentation of training facilities, (g) Replacement of 13 unserviceable airconditioners, (h) Renovation of NCDM Centre, (i) Part replacement of canteen and dining hall furniture, (j) Improvement of water supply of the campus and residential flats, and (k) Rewiring of H-II flats.

Hostel Building

(a) Installation of a new lift, (b) Renovation of 38 toilets, and (c) Providing attached toilets to 10 rooms.

Institute's Finances

During the year, a maintenance grant of Rs. 303.00 lakhs was received from the Ministry of Personnel, Public Grievances and Pensions, Government of India, in addition to Rs.29.17 lakhs (sanctioned in March 1998 but received in April 1998) and Rs.16.25 lakhs brought forward from previous year to meet the impact of Vth Pay Commission recommendation. The generation of internal receipts amounted to an unprecedented Rs.161.64 lakhs.

Against the total revenue receipts of Rs.510.06 lakhs, an expenditure of Rs.493.46 lakhs was incurred, thereby leaving a surplus of Rs.16.60 lakhs for the year enabling the Institute to wipe out the cumulative previous years' deficit of Rs.16.31 lakhs as on March 31, 1998. This left a net surplus of 0.29 lakh on revenue account.

The Institute also received a grant of Rs.38.80 lakhs from the Union Ministry of Urban Affairs and Employment in respect of its Centre for Urban Studies and another Rs.107.00 lakhs from the Ministry of Agriculture for the National Centre for Disaster Management. In addition, the Institute also received: (i) Rs.80 lakhs from the Government of India as Plan Grant for the year 1998-99 for carrying out developmental activities as part of the Ninth Five Year Plan allocation, and (ii) Rs.400 lakhs towards Pension corpus fund. A detailed account of the Finance and Accounts is given in **Section (D) of the Report**.

Acknowledgments

We are grateful to respected Rashtrapati, Dr. K.R. Narayanan, for kindly agreeing to be the Patron of the Institute. We are also grateful to respected Vice-President of India, Shri Krishan Kant—the President of the Institute, for his gracious support to the Institute.

Our heartfelt and grateful thanks are due to Shri S.B. Chavan, Chairman of the Institute, for his unstinted support and guidance in carrying out the activities of the Institute and to Shri M.K.R. Janarathan the then Union Minister of State, Ministry of Personnel, Public Grievances and Pensions, for gracious support to the Institute. We are thankful to the Chairman, Standing Committee, Shri T.N. Chaturvedi, M.P., Hony. Treasurer Shri G.C.L. Joneja and Members of the Executive Council for their valuable guidance and inputs. We are also grateful to the members of various Committees of the Institute for their valuable contribution.

To the members of the Institute, we are grateful for their continued interest in Institute's activities and for their cooperation. The Regional and Local Branches continued to make progress and some Branches did extremely well by expanding their activities.

We are also grateful to the various Ministries and Departments, particularly the Ministry of Personnel, Public Grievances and Pensions, Ministry of Rural Affairs and Employment, the Ministry of Urban Affairs and Employment, the Ministry of Environment and Forest and the Ministry of External Affairs and the Ministry of Finance for their interest, patronage and support to the activities of the Institute. Our thanks are also due to the Planning Commission for providing financial assistance for modernisation and upgradation of the Institute in the Ninth Five Year Plan. Our thanks are due to the Union Ministry of Agriculture for selecting IIPA for setting up National Centre for Disaster Management and for providing grants for its development. Our thanks are also due to HE the Ambassador of France who took personal interest in arranging the visit of APPPA participants to France. We would like to place on record our appreciation for the support provided to us by USIS and the British Council. We would also like to thank various Ministries and Agencies of Central and State Governments for their close cooperation and support in the activities of the Institute.

A. SIGNIFICANT EVENTS

Honouring Distinguished Persons

Pursuant to the decision of the Executive Council taken in its meeting held on 17th October, 1995 the following distinguished members were honoured for their valuable contribution to the development of IIPA and to the cause of public administration:

- (i) Dr. B. Venkatappiah, ICS (Retd.), former Chairman of IIPA's Standing Committee (Posthumous);
- (ii) Shri L.P. Singh, ICS (Retd.), former Vice-President of IIPA and former Editor, Indian Journal of Public Administration;
- (iii) Dr. J.N. Khosla, former Director of IIPA; and
- (iv) Prof. M.V. Mathur, Vice-President of IIPA.

The presentation which included a citation, a silver plaque and a shawl, was conferred by Shri Krishan Kant, Vice-President of India and President, IIPA at the Annual General Meeting of the General Body held on 23rd October, 1998.

Prime Minister's Visit to IIPA

A significant event in the life of Institute was the visit of Shri Atal Bihari Vajpayee, Prime Minister of India on March 29, 1999 to deliver the Founders' Day Lecture and Convocation address of its prestigious Advanced Professional Programme in Public Administration (APPPA). In his address, Shri Vajpayee observed that after completing 45 years of its existence, IIPA should benchmark itself against world's pre-eminent centres in public administration. He mentioned that for good governance, we need an administrative system which instead of lording over citizens, is responsive, transparent, efficient and caring; responds to their concerns and complaints with dispatch and dedication; is open, honest and accountable with professional competence to decide between right and wrong; demonstrates efficiency through results, especially with regard to delivery of services with minimum cost and is compassionate. It must have a heart that feels for the poor and a mind that cares for their needs. Highlighting the role of the administrator, the Prime Minister said that he wants to see the entire administrative machinery, from top to bottom, work with a sense of mission and a result oriented approach, without any fear or favour. The fulfilment of people's expectations depend largely on how well and how fast the policies and programmes of the government are implemented by the bureaucracy. His Government's priorities, he said, would be to bring about administrative reforms and supportive legal

reforms and in this endeavour he sought the assistance of the Institute. The Institute should also do serious introspection on how far it has succeeded in its mission to actively participate in the training and re-training of civil servants in the art and science of public administration. A complete text of Prime Minister's address is reproduced in the Report. (Annexure I)

Shri S.B. Chavan, M.P. and Chairman of the Institute, in his presidential address observed that a major task before the society and the government is to manage the internal dynamics while integrating with the global society. He observed that while strengthening the concept of a civil society as our goal within the country, our relations with the outside world would continue to impact our priorities and perceptions. He congratulated the Prime Minister for having taken the bold initiative to visit Pakistan generating hope of peace and friendship with our neighbours.

Shri Chavan appreciated IIPA's endeavour to set up SAARC Centre for Public Administration and a Centre for Ethics in Government and Public Life and observed that good governance is the need of the hour and one can not conceive of good governance without imbibing the tenets of an ethical code in government and public life.

Shri M.K.R. Janarthanan, the Minister of State for Personnel, Public Grievances and Pensions, also addressed the gathering. He emphasised the need to have a competent and forward looking civil service, capable of analysing the emerging challenges in this competitive interdependent world. He appreciated the role of IIPA in imparting training to a very large number of civil servants and working out international collaborations in the field of training.

Shri T.N. Chaturvedi, M.P. and Chairman, Standing Committee in his vote of thanks remarked that bureaucracy is undergoing a crisis of confidence and that there is a need to redefine its role.

Earlier welcoming the guests, Shri M.C. Gupta, Director, IIPA, pointed out that while policy packages have been evolved on family planning and family welfare, a concerted effort is needed to combat illiteracy, poverty and unemployment which continue to be the three major challenges before our society. He also mentioned about Institute's plans to start courses for government officers, NGOs and others for sensitisation in these important areas.

Initiative for Establishment of SAARC Centre for Public Administration and the Centre for Ethics in Government and Public Life

SAARC has come to be recognised as an active and significant ameliorative factor in the social, political, cultural and economic life of the region. In order to make its presence felt in more powerful and concrete ways, the Institute has submitted a proposal to the Government of India for establishing the SAARC Centre at the Institute and offered its services to act as the nodal agency for SAARC

countries for initiating, sponsoring, organising and coordinating a variety of cooperative efforts in the field of public administration.

The Institute also initiated another proposal for the establishment of a Centre for Ethics in Government and Public Life with the objective of:

- conducting research in issues related to ethics and government
- organising workshops and seminars to discuss various ethical issues
- preparing/publishing case studies, working papers, articles and books and developing a data bank of literature on ethics and government
- focussing social and governmental attention to critical issues and strategies and advising the government on related matters
- organising training programmes and modules designed to raise capabilities within the government and the larger society to deal with contemporary ethical challenges

Some specific issues that could form part of the basic agenda for the Centre are Corruption, Criminalisation, Ethics of Obedience, Law and Ethics, Ethics and Social sensitivities, Transparency in Government and Psychology of Ethics.

The Hon'ble Prime Minister was appreciative of these initiatives of the Institute and the Ministry of Personnel, Public Grievances and Pensions, Government of India has assured us of their support for the establishment of these Centres of immediate relevance.

Partnership in M.B.A.—Public Service Management Programme

IIPA in collaboration with the University of Birmingham and Civil Service College, U.K. is conducting the in-India modules of the one year Public Service M.B.A. programme in partnership with the Department of Personnel and Training, Government of India, under the U.K. Training Programme managed by British Council Division, New Delhi and funded by Department for International Development. The academic cum training programme is aimed at middle management cadre of officials entrusted with the responsibility of devising and implementing services to the public with efficiency and effectiveness.

The one-week in-India induction module was conducted at IIPA from Sept. 25-30. The module focussed especially on issues pertaining to poverty and services to the disadvantaged sections of society of whom women form a larger proportion. The objectives of the programme were to provide an overview of the programme at U.K., and develop an understanding of issues pertaining to poverty, public service reforms and quality of service delivery. Prof. Aasha Kapur Mehta coordinated under the guidance of Director, IIPA, this one-week module. Dr. Richard Slater and Ms. Annie Rubienska of the University of Birmingham and Ms. Randhir Auluck of the Civil Service College, U.K. represented the partner institutions during the programme.

The second phase of the Programme includes design and delivery of two-week post U.K. Module at IIPA and to render professional support for publication of project dissertations. As part of the programme, Prof. S.S. Singh and Prof. Aasha Kapur Mehta visited the University of Birmingham in March this year to interact with the participants. The Director, Shri M.C. Gupta later visited Birmingham to hold intensive discussions with U.K. Training Partners and the participants to work out plan of the two-week post U.K. Module. This module is scheduled to be held at IIPA in December 1999. For the second course which commenced in August 1999, IIPA has again been chosen as the Partner Institute in India with a much larger role. We have already conducted the 3-week induction module in August-September, 1999.

Launching of new Post-Graduate Professional Programme in Information Technology and Management (ITM)

In its pursuit for capacity building of civil servants and to prepare them for the increasing role of Information Technology (I.T.) in management of public affairs and as a part of programme for continuing education, IIPA launched a one-year "Post-Graduate Professional Programme in Information Technology and Management" in August 1998.

This evening Programme consists of two semesters of 18 week each, covering courses on I.T. Formulation, Principles of Programming, P.C. Packages, Public Administration and Management Perspectives, Quantitative Techniques in Management, Oracle/SQL, Networking, Internet and other Developments in I.T., Financial and Management Accounting, etc. The programme is specially designed for persons holding managerial/executive/ teaching positions in government departments, public enterprises and other organisations.

Twining Arrangement between IIPA and University of Namibia and Mauritius Institute of Public Administration and Management (MIPAM)

Shri M.C. Gupta, Director, IIPA visited Mauritius, Namibia and South Africa in July, 1998.

In Namibia, Shri Gupta signed an MOU with the University of Namibia for their Centre for Public Service Training (CPST). Besides sharing experiences, IIPA will provide support in training of civil servants, research in public administration, consultancy, etc. The MOU will be in force for five years.

In Mauritius an MOU was signed between Director, IIPA and Director, MIPAM for training of civil servants/executives/faculty of MIPAM, joint research projects, exchange of faculty and sharing of information on matters of mutual interest. As a follow up, Prof. Nand Dhameja and Prof. R.K. Tiwari conducted the first training programme on "Policy Formulation and Implementation" at Mauritius in December, 1998 for their senior civil servants. The programme designed to help participants in understanding various policy concepts and their application, was very well received.

B. ACADEMIC ACTIVITIES

B.1 RESEARCH AND CONSULTANCY STUDIES/PROJECTS

During the year, the Institute completed the following research studies and consultancy assignments.

1. Study on "Twelfth Lok Sabha Elections: Policy, Process and Post Script"

Eight faculty members of IIPA undertook a major research project on "Twelfth Lok Sabha Elections: Policy, Process and Post Script". The project consisted of eight sub-projects which independently examined various political, administrative and policy issues and processes pertaining to the conduct of 12th Lok Sabha elections, before, during and after the elections. The areas covered included party manifestoes, resource mobilisation and expenditure patterns of parties and candidates, criminalisation of politics and the role of police, role of administrative machinery, gender dimension in elections, role of media, leadership issues and judicial intervention.

The project was coordinated by Dr. Dolly Arora under the guidance of Director, IIPA.

The framework and major findings of the sub-projects are as given below:

(a) Resource Mobilisation and Expenditure Patterns: A Comparative Study of Poll Strategy of Parties and Contestants

This study examined the nature and broad patterns of relationship between poll strategies of political parties and candidates and how these related to the legal-administrative framework for the conduct of elections in the context of the Twelfth Lok Sabha Elections. The strategy also involved evoking specific inter-play of forces which may elicit a positive response from voters. This study also looked into the overall strategies of parties and conducted specific context based studies, covering three constituencies, *viz.*, Lucknow, Gonda and Gwalior. The study identified a wide range of techniques through which election processes and results were sought to be managed by parties as well as by candidates. Resource mobilisation efforts involved material as well as human resources, based not only on cash transactions but also dependency based and identity based supports. Expenditure patterns involved both direct expenses of candidate and those indirectly incurred by the party and supporters. The increased ceiling has failed to ensure either transparency or accountability of resource mobilisation and expenditure practices inspite of monitoring by the Election Commission. There is a greater need for opening up of the process of public scrutiny and to create the necessary space for electoral reforms.

The study was undertaken by Dr. Dolly Arora.

(b) Leadership Characteristics and their Influence on Voting Behaviour

Success or failure of leadership depends on the extent the leader can assess the objective reality of a country in all its spheres—historical, political, sociological, religious and economic. The leaders must understand country's problems, how to cope with them and to plan for the future.

Voters expect the candidates to possess qualities of leadership, like self-confidence, dependability and capacity to inspire. Also knowledge, courage, compassion, determination and self-control. Consequently some voters lose interest in the election process itself while others vote on account of factors like caste considerations, family affiliations, inducements, threats or promise. Interestingly, leaders of major political parties share these perceptions though their objective is to grasp power and to cling to it.

The study was undertaken by Prof. Bharati Sharma.

(c) Election to the 12th Lok Sabha: A Gender Based Analysis

The analysis presented in this paper shows that political spaces are clearly dominated by one gender. Despite the fact that virtually every party in the country recognised the existence of gender imbalance and made a commitment to correcting it in its manifesto, but still seven per cent of candidates fielded by major political parties were women and the ultimate reality in the 12th Lok Sabha Election was the eight per cent presence of women. Therefore a substantial gender imbalance characterises the 12th Lok Sabha.

There are basically two paths to more gender balanced representation in the Lok Sabha—the reservation route and the grassroots mobilisation route. Both strategies need to be used if the existing anomalies are to be corrected. The concept of reservation is founded on the recognition that deep rooted inequalities need special corrective measures. Electoral arrangements are amenable to change faster than social biases to women's election opportunity and fair representation. Hence the viability of the reservation strategy as a means of accomplishing rapid change.

In the absence of changes in electoral arrangements, there is no substitute for grassroot work and building community bases so strong that no party can afford to ignore the person's candidature regardless of gender biases that may exist.

The study was undertaken by Prof. Aasha Kapur Mehta.

(d) Conduct of Elections—Judicial Interventions

Right to elect, right to be elected and right to dispute an election are statutory rights. The decision of the Election Commission to hold an election on a particular day in a particular constituency, if bonafide, cannot be questioned by the State government on the ground of law and order situation not satisfactory in the constituency. The expression "conduct of election" is wide enough to include the power to issue directions in the process of the conduct of election. The scope of

legal challenge of the exercise of powers through election petitions before the High Courts may arise on grounds like withdrawal of candidature, countermanding of election, election expenses, etc.

Ever since the general elections of 1952, Courts have mostly played a positive role, firstly, by not interfering during the election process and secondly, by recognising the exclusive jurisdiction of the Election Commission. It was held that all controversial issues arising out of conduct of elections should be postponed till elections are completed so that the election proceedings were not unduly retarded. Of late, the Courts have shown much concern by way of either expanding the power of Election Commission or pointing out the need of amendment in the existing law relating to elections and also by reminding the statutory authorities about their duties having implication for free and fair elections. However, while granting wide powers to the Election Commission in the matter of superintendence and control over the conduct of elections, the Courts have invariably cautioned that the Election Commission should always remember that it is not above the Law and its decisions are subject to judicial review.

The study was undertaken by Prof. S.S. Singh.

(e) The Role of Administrative Machinery During Election

Election is a complex process involving individual and collective decisions which directly affect the total political and social scenario and provides opportunity for political participation.

Major Findings

- A feeling of oneness emerges among various personnel conducting an election: a major administrative challenge together with a high degree of motivation and innovativeness.
- Normal administrative functions are jeopardized and get affected during the election. Its adverse effects on people remain for a long time even after the election is over.
- Officials put on election duty have to leave their usual workplace and hence suffer from mental stress and insecurity.

Suggestions

- Officials involved in election duty should be allowed to use postal ballot so that their basic voting right is respected.
- To check malpractice during elections, more electronic voting machines need to be commissioned.
- Election process and political instability lead to immeasurable loss in social, economic and psychological terms. Impact of these on common people's lives need to be assessed so that steps can be taken to reduce the impact.
- A corrupt electoral process throws up a corrupt legislature which in turn

sets up a corrupt executive thus polluting the administrative system and the public life in the country.

The study was undertaken by Dr. (Mrs.) Lipi Mukhopadhyay.

(f) Manifestoes of National Parties in the 1996 and 1998 Lok Sabha Elections: A Comparison of Central Themes

The study seeks to analyse the programme and agenda as outlined in the election manifestoes of leading national parties in the general elections to the Twelfth Lok Sabha. It also compares the 1998 election Manifestoes of political parties with their 1996 elections Manifestoes. The focus of the study was on the following:

- (i) How do the manifestoes of various political parties compare with each other on major issues—social, political and economic?
- (ii) Do these manifestoes reflect any shift in thinking, when compared to the previous Lok Sabha Elections? If so, in what respects?

The analysis reveals that Manifestoes of political parties are incrementally different from each other. Their economic, political and social agendas outline marginally different approaches. After the BJP dropped its controversial policy objectives like construction of Shri Ram Mandir in Ayodhya, abrogation of Article 370 of the Constitution and a Uniform Civil Code, its agenda is no different from that of other parties. Again, political parties tend to sell the same packages from one election to the other. Their Manifestoes reflect lofty ideals.

The study was undertaken by Dr. (Ms.) Sujata Singh.

(g) Role of Media in Electoral Process

In a democracy, the media plays a very critical role in providing information and feedback from the citizens to the System and vice-versa. During the election time, the Press and the TV through news and views help the electorate in choosing their representatives.

The Press Council of India has defined the role of Press as a neutral arbiter. Professionalism demands that the Press should maintain a high standard of objectivity in reporting matters and events.

The study reveals that national papers have shown a bias in favour of a political alliance, whereas the Hindi papers reflected the views of the political groups that owned them. The regional papers were totally silent on political events during the election time. It seems that the Press does not have the autonomy which is required for strengthening a democracy.

The study was undertaken by Dr. R.K. Barik.

(h) Criminalisation of Politics and Role of Law and Order Administration in Elections

The Study focuses on the impact of criminalisation of politics on voters, voting

pattern and election process. It also empirically examined the role and response of State law and order administration and Para-military forces in prevention and control of criminalisation in election process and in protection of electoral rights of the citizens. Bihar and Uttar Pradesh, where criminalisation of politics is most rampant, constitute the universe of this study.

The study also includes two case studies—one at Madhepura in Bihar and the other at Gonda in U.P.—where the conduct of elections was keenly observed on the respective polling dates.

The case study of Madhepura reveals that the party in power had meticulously prepared its plan to rig the elections well before the announcement of election schedule, while the case study of Gonda shows that the administration was by and large fair while conducting the elections. Based on its findings, the study also recommends a number of measures to curb criminalisation of politics.

The study was undertaken by Dr. Jaytilak Guha Roy.

2. Poverty Alleviation Programmes and their Implementational Bottlenecks: A Study of Madhya Pradesh

The study was undertaken to understand the problems of implementation in some of the poverty alleviation programmes like Watershed Development, Jawahar Rozgar Yojana (JRY), Employment Assurance Scheme (EAS) and Indira Awas Yojana (IAY) in two districts (Dhar and Sehore) of Madhya Pradesh.

Despite the guidelines provided on a number of aspects, our study of two micro-watershed projects shows that the micro-watershed plans have not examined the technical aspects, in detail. The problem analysis of the micro-watershed projects have been rather weak and sketchy, limited to peripheral information on a number of aspects and complex interplay between social and environmental factors. In both these aspects, there is insufficient understanding of the problem. The potential beneficiaries have not contributed significantly to the formulation of the problem, strategy, methodology and selection of the activities. As a matter of fact indigenous knowledge and skills have not been analysed as a basis for micro-watershed projects design. A more systematic approach is needed in involving the local community; need for training of staff for skill upgradation; their attitudinal change; and for training of farmers.

There is also a need to take up schemes under JRY and EAS for land-levelling, soil and water conservation, reclamation of saline, alkaline, acidic, arid water logged lands; construction of irrigation channels and drains; afforestation, etc. The selection of the projects should not be left to the bureaucracy but should involve the beneficiaries in the decision-making process which would provide a more sustainable basis of development.

The study was undertaken by Prof. R.K. Tiwari.

3. Biodiversity Conservation Prioritisation Project

The Project identified various sites, species and strategies which are a priority for biodiversity conservation. Sites were prioritised from among grasslands, wetlands, deserts, mountains, coastal regions, oceans, islands, forests, national parks and sanctuaries, sacred sites and biosphere reserves.

For species, priority lists were developed from among plants, mammals, birds, amphibians, and invertebrates.

Apart from identifying priorities, the project also developed a participatory methodology for prioritisation which can be used by other countries, especially data deficient countries. It has also identified critical gaps in the available information. The study was undertaken by Shri Shekhar Singh.

4. Natural Resource Accounting

This project primarily sought to develop a methodology for decision-making regarding natural resources. It attempts to develop a system of accounting and budgeting that allows for rational decision-making. This methodology was applied to certain aspects of the Yamuna river sub-basin and the National Capital Region. It assesses the way in which water, forests and wildlife protected areas need to be planned for.

The project identifies the problems with the traditional methodologies for natural resource accounting where an economic value is sought to be ascribed to all elements of nature. It suggests an alternate system whereby natural resources are allocated physically to meet with ecological and social needs. Any surpluses are then introduced into the market system.

The study was undertaken by Shri Shekhar Singh.

5. Citizen Government Interface in Urban Environmental Problems

The main findings of the Study are: Extensive migration in search of livelihood has resulted in shortage of housing, making 75 per cent of Delhi citizens reside in substandard unauthorised housing with the most unhygienic conditions and near absence to civic amenities.

- Vehicular pollution accounts for 67 per cent of pollutant emissions which has been increasing at 15.5 per cent per annum on an average. Low quality of fuel supplied contributes largely to the pollution. Natural conditions like dust storms cause high dust and SPM content from April to June. Temperature inversions during winter trap the pollutants at the ground level causing high pollutant concentration.
- The peak noise hours in some busy market places and traffic intersections even cross the 100 dBA mark. The river Yamuna, the most important surface water source, has the worst water quality in its Delhi stretch, *viz.*, "E", suitable only for industrial and irrigation uses. Ground water aquifers also show high concentrations of heavy metals.

- Pollution related diseases are increasing as are those related to contaminated water and poor sanitation.
- Lack of awareness regarding the urban problems and general apathy towards the condition of the city poses a major problem.

An interface between the government and the citizenry needs to be developed at the individual, neighbourhood and state levels. The awareness level of the individual citizen also needs to be improved.

The study was undertaken by Prof. Vinod K. Sharma.

6. Concurrent Evaluation of Indira Awas Yojana (IAY) and Million Wells Scheme (MWS)—A Pilot Study

This was a pilot study in connection with the proposed Concurrent Evaluation of IAY and MWS. Shergrah block of Jodhpur district was selected for the survey. Twenty beneficiaries were selected for each of the two programmes.

The study was undertaken by Dr. Sujata Singh.

7. Human Habitations: Emerging Issues in Developing Countries

The main findings of the study are:

- Management of good quality of life is becoming problematic, specially in metropolitan centres. Inadequate urban infrastructure would have to be strengthened to improve the quality of life of the people, especially the urban poor.
- Glaring disparities due to economic and social factors which have made city life unsafe will have to be brought down.
- Availability of potable water for all and prevention of pollution of water resources from domestic sewage and garbage and industrial and chemical effluents would have to be ensured for preventing epidemics and health hazards.
- Taller multi-storeyed buildings and sky-scrappers are becoming inescapable for commercial and residential purposes, necessitating adoption of high technologies for achieving land use economy.
- The civic administration would have to be modernised and more actively involved in urban development and provision of housing at affordable cost. A comprehensive and integrated programme of urban management is the need of the hour.
- Along with massive programmes of urban development, improvement in the life of the masses who continue to inhabit rural areas has to be brought about in a sustained way to balance rural-urban development.

The study was undertaken by Prof. Girish K. Misra.

CONSULTANCY ASSIGNMENTS

1. Rational Pay Structure for Subordinate Judiciary in India

The First National Judicial Pay Commission (FNJPC) was constituted by the Government of India, by resolution dated March 21, 1996 with a view to evolve the principles which should govern the structure of pay and other emoluments, *inter alia*, of Judicial Officers belonging to the Subordinate Judiciary all over the country. The Commission assigned the task of suggesting rational pay structure to the Indian Institute of Public Administration (IIPA), in July 1997, on the following terms of reference:

- (i) To analyse the existing pay structure and conditions of service of the Judicial Officers in the States and Union Territories;
- (ii) To examine and compare the pay structure and conditions of service of the Subordinate Judicial Services with those of Civil Servants;
- (iii) To evolve broad principles which should form the basis of determining the pay structure and other emoluments for the Subordinate Judiciary in the country; and
- (iv) To suggest a rational pay structure and other emoluments for the members of Subordinate Judiciary of the States and Union Territories.

In addition, subsequently the Institute was also requested to work out interim relief to the Judicial Officials. Consequently, yet another term of reference, *viz.*, to work out an interim relief and the quantum thereof along with the date of implementation which could be given to the members of the Subordinate Judiciary of the States and Union Territories was added. Our Report on Interim Relief was submitted to the Chairman, FNJPC on December 31, 1997.

The final consultancy report was submitted to the FNJPC on 12th August, 1998.

The assignment was jointly undertaken by Shri M.C. Gupta, Director, IIPA, Prof. O.P. Minocha and Prof. S.S. Singh.

2. Trade Related Entrepreneurship Assistance and Development

The study was assigned by UNDP.

Apart from offering participation in the three-week UN mission, it required conducting a case study on gum karaya. This was done and the study entitled "Sustainable Interventions for Poverty Alleviation: A Best Practice Case of Gum Karaya in Andhra Pradesh" was published by UNIFEM in mid 1998. The main findings are given below:

- Tribals get marginal returns for the large variety of Non Timber Forest Products (NTFPs) that they collect, primarily due to lack of knowledge

regarding the uses and commercial value of these resources as well as lack of value addition. As the gum karaya case shows, the export price received from gum is a function of quality, reflected especially in viscosity, swelling ability and colour. Methods adopted for handling gum at each stage, from collection at the tree, to transportation, drying, sorting, storage and sale, determine quality.

- A combination of factors, including responsive and sensitive administration, openness to use of scientific and technical expertise for identification of export market needs, detailed analysis and experimentation on the product to gain an understanding of it, determination of handling methodology to ensure retention of product properties, combined with the large-scale transfer of scientific know-how through extensive training, using local dialect and examples relevant to the tribal context, together contributed to the success of the gum karaya case through providing increased returns to tribal gum-pickers.
- Individuals can make a difference and markets can be made to work to the advantage of the poor. Scientific and technical knowledge based interventions in NTFPs, value addition, increased competitiveness of such products, empowerment of the tribals and sustainable use of forest resources could possibly provide one route to alleviating poverty among the tribal poor. The assignment was undertaken by Prof. Aasha Kapur Mehta.

3. Development and Implementation of Computer Software for inter-regional and intra-regional transfer of teachers of KVS

The study was assigned by Kendriya Vidyalaya Sangathan.

Kendriya Vidyalaya Sangathan employs more than 40,000 teachers and principals posted at different locations all over the country in different regions. Transfer of teachers from one place to the other is a regular phenomena in the KVS.

Priority on the basis of criteria defined by the KVS is established through the KVS transfer rules. Manual transfers, apart from being tedious and time-consuming, have a subjective element in them. In order to ensure transfers systematically and on objective criteria, IIPA was assigned a consultancy project for development and implementation of computer software for effecting transfers of the KVS teachers and principals. On the basis of a detailed systems study, software applications system was developed by the Institute. Various factors like posting on difficult station, posting of spouse, medical reasons, etc. were built logically into the system to fix weighed priority on the basis of which transfers could be made by KVS. The software has been successfully implemented and used by the KVS.

The assignment was undertaken by Prof. J.C. Kapur.

4. Design and application of computerised skill test for recruitment of Data Entry Operators for Employees Provident Fund Organisation
5. To develop a computerised skill test to include revised criteria for speed and accuracy for skilled employees of the Employees Provident Fund Organisation

These studies were assigned by the Central Employees Provident Fund Organisation.

Central Employees Provident Fund Organisation of the Government of India has been recruiting Data Entry and Computer Operators for different functions. The recruitment earlier had been done on the basis of interviews and skill test conducted and evaluated manually. The organisation, however, felt that the recruitments thus made did not throw up good candidates for employment. In order to eliminate the biases of manual evaluation and oral interviews, the Central Employees Provident Fund Organisation requested the Institute to develop a computerised skill test for evaluating the speed and accuracy of the candidates to be recruited as operators. The test designed by the Institute was conducted on the computer and evaluated by the computer itself to prepare the merit list giving pre-specified weightage to speed and accuracy. This fool-proof computerised test was tamper-free and eliminated all subjective elements in the recruitment of the operators.

The above consultancy assignments were handled by Prof. J.C. Kapur.

6. Software Development and "Facilities Management" at Inland Container Depot of the Central Warehousing Corporation, New Delhi

The study was assigned by the Central Warehousing Corporation, New Delhi.

The purpose of this consultancy project was to generate reports and queries required by the Central Warehousing Corporation through a computerised on-line transaction processing system (OLTP) using fourth generation language (4 GL). To ensure the smooth running of the computerised system, the task of operationalising it and managing the operating system and the application software at ICD, Patparganj was assigned to the Institute.

The project was completed successfully and highly appreciated by the client organisation.

The above consultancy assignment was handled by Prof. J.C. Kapur.

B.2 TRAINING PROGRAMMES

Twenty-fourth Advanced Professional Programme in Public Administration

The Advanced Professional Programme in Public Administration (APPPA) is a highly prestigious academic-cum-training programme designed for middle and senior level officers of government. Successful candidates are awarded M.Phil Degree in Public Administration of Panjab University, Chandigarh and Master's Diploma in Public Administration (MDPA) of IIPA. Ministry of Personnel, Public Grievances and Pensions, Government of India sponsors this programme.

The objectives of the Twentyfourth APPPA (1998-99) were:

- To provide an opportunity to middle and senior level civil servants to reflect upon their experiences.
- To impart knowledge of recent developments in social sciences and their application in administration.
- To acquaint the participants with developments in administrative and management skills.
- To enable the participants to make critical analysis of environmental and other factors impinging upon the functioning of the administrative system; and
- To expose the participants to the complexities and issues involved in public policy, analysis and implementation in the Indian context.

Apart from an extensive course-work, the 9-month programme included three field studies.

The **village study** was aimed at enabling the participants to have a first-hand assessment of the implementation of various rural development schemes. Four teams of participants undertook visits to Nimgaon Ketki in District Pune (Maharashtra), Janwada in District Ranga Reddy (Andhra Pradesh), Singari in District Ranchi (Bihar) and Daula in District Gurgaon (Haryana) to conduct the study.

The **urban study** was aimed at imparting an understanding of the process of urbanisation and exploring the working of urban development programmes in progress in select cities. Four teams of participants visited Faridabad, Agra, Shimla, and Chandigarh for conducting the study.

The **foreign study** included a visit to Paris and Strasbourg (France) during November, 1998. The purpose of the visit was to enable the participants to gain a first-hand knowledge of the recent reforms in governance and public administration system of France and to provide them an exposure to the key issues pertaining to the European Union.

Shri R.C. Agarwal, who secured the highest marks, was awarded the late Prof. V.K.N. Menon Prize; the second and third prizes were awarded to Shri S.K. Purkayastha and Shri S.C. Gupta, respectively. Shri Shailendra Nigam was awarded the 'Director's Special Prize' for having consistently shown excellence in the Programme.

The Programme was inaugurated by Shri Sompal, Minister of State for Agriculture, Government of India on July 1, 1998. Thirtyone senior officers of All India and Central Services participated in the 24th APPPA. The Programme concluded on March 29, 1999; this coincided with the Institute's Foundation Day. Shri Atal Bihari Vajpayee, Prime Minister of India was the Chief Guest and delivered the Convocation Address and the Founder's Day Lecture and distributed diplomas and prizes to the successful participants.

Prof. A.K. Sharma was the Programme Director and Dr.(Mrs.) Rajesh Singh was the Associate Programme Director of the 24th APPPA.

Other Training Programmes

Apart from the prestigious Twenty-fourth Advanced Professional Programme in Public Administration, the Information Technology and Management Programme and the one year M.B.A. in Public Services Management in collaboration with the University of Birmingham and the Civil Service College of U.K., the Institute organised 59 training programmes and 7 seminars/workshops/conferences. The break-up of these programmes is as follows:

<i>Sl. No.</i>	<i>Programme</i>	<i>No. of programmes</i>	<i>No.of participants</i>
1.	Management Development Programmes-I (Sponsored by the Department of Personnel & Training) (a) Management Orientation Programmes (b) Special Programmes	10	222
2.	Management Development Programmes-II (a) Programmes Sponsored by Other Organisations (b) Fee-based Programmes Organised by IIPA	17	401
3.	Programmes of Centre for Urban Studies	7	98
4.	Programmes conducted by National Centre for Disaster Management (NCDM)	10	256
5.	Long Term Programmes (a) Twenty-fourth Advanced Professional Programme in Public Administration (Sponsored by the Training Division, Department of Personnel & Training) (b) Post-Graduate Professional Programme in Information Technology & Management (Organised by IIPA) (c) Civil Service—M.B.A. Induction Module—India U.K. Context (Sponsored by British Council Division)	1	31
6.	Seminars/Workshops/Conferences	7	518
	Total	69	1837

B.3 CASE STUDY PROGRAMME

During the year, a competition for case studies was organised. To facilitate better response, guidelines regarding the methodology of case writing were circulated. Twenty-five entries were received which were evaluated and awards were distributed in the Annual General Body Meeting held on October 23, 1998. While no entry qualified for the first prize, Dr. V.Upadhyay's entry on the "Impact of Subarna Rekha Multi-purpose Project on the people of Singhbum: A study of three affected villages and two Rehabilitation Sites" was awarded the second prize of Rs.2,000 and Dr. R. Veeramani won the consolation prize of Rs.1,500 for his entry on Sugar Industry in Tamil Nadu: Madurantakam Cooperative Sugar Mills.

A sum of Rs.20,000 was granted to Dr. Anil C. Ittyerah for preparing case studies concerning the development of fisheries by peoples' organisations and cooperatives in the state of Madhya Pradesh.

A volume of 15 case studies under the title "Studies in Public Administration in India: Case Studies" edited by Shri M.C. Gupta and Prof. K.N. Kabra was released.

B.4 THE ACADEMIC COMMITTEE

The Academic Committee of the Institute which assists the Executive Council on all academic matters concerning education, training, research and consultancy met periodically to consider various proposals in these areas. It also discussed proposals on creation of Endowment Professorial Chairs, Revised Library Rules, raising of ceiling of financial assistance to Branches for carrying out research projects, norms for conduct of paid training programmes, Twining Arrangements with Mauritius Institute of Public Administration and Management and the University of Namibia, etc.

B.5 PLANNING AND ADVISORY COMMITTEE

The Planning and Advisory Committee advises the Director on various academic activities of the Institute, *viz.*, consultancy, publications, training, research, etc. The Committee chaired by the Director, consists of Chairmen of all the Academic Centres, APPPA Programme Director, Coordinators of Research and Consultancy, Training and Computer Centre. The Registrar, Librarian and Joint Editor are the special invitees. The Committee met thrice during the year and discussed issues related to planning of academic activities, *viz.*, Training Courses, Research Projects, etc.

B.6 ACADEMIC CENTRES

The Academic Centres, each comprising of a group of faculty members with interest, experience and expertise in the concerned area of study, met from time to time for (a) preparing annual plan of work in their respective areas of research and training and periodical review thereon; (b) discussing, coordinating and

reviewing individual plan of action; (c) acting as a forum for academic interaction and intellectual development of members by organising seminars, special lectures; and (d) coordinating activities with other academic groups in promoting interdisciplinary tasks. Each Centre elects its Chairman for a period of two years.

The National Centre for Disaster Management, which was set up in March 1995 with the support of the Ministry of Agriculture, Government of India, besides gearing up the national, state and district level administration for tackling calamities, also coordinates research, case studies and training programmes in this field. The Centre is building up a data base on natural disasters.

The Centre is in the process of networking with various academic institutions and NGOs involved in disaster management activities. It is also helping disaster management cells at state level academies in Uttar Pradesh, Haryana, Assam, Tamil Nadu, Orissa, Maharashtra, etc. in their training and research programmes.

The Centre's ongoing Research Projects include:

- (a) A Comparative Study of Legislative Framework of Disaster Management in Select Countries.
- (b) Efficacy of Organisation Structure, Roles and Role Relationships in Disaster Managing Organisations: A Study of Central Government Machinery.
- (c) A Macro Study on Drought.
- (d) A Study in Regard to Self Help in Community Participation in Areas Prone to Natural Disasters.
- (e) A Study on Chronicle of Natural Disasters in India: 1990-1999.

The Centre also conducted the following *case studies* during the year:

- (a) Management of Drought: The Case Study of K.B.K. Districts of Orissa.
- (b) Dry Spells and Droughts in Different parts of India.
- (c) Earthquake and Risk Management.
- (d) Natural Disaster Management Mechanism in the State of Goa.
- (e) Pest Infestation in Andhra Pradesh.
- (f) Economic Analysis of a Disaster Situation.
- (g) Role of Panchayati Raj Institutions in Disaster Mitigation and Preparedness
- (h) Role of NGOs in Disaster Mitigation and Preparedness.
- (i) Jabalpur Earthquake: A Rapid Appraisal Report.

Besides, two major events documented by the Centre were:

- (a) Chamoli Earthquake: A Preliminary Appraisal Report
- (b) Jabalpur Earthquake: A Rapid Appraisal Report

The Centre also organised 10 training programmes and 3 seminars/workshops during the year.

A book on 'Turbulence to Tranquility—50 Years' of India's Disaster

Management' is under preparation. Besides, a Telephone Directory containing information about important officials, organisations and international organisations working in the area of disaster management has been brought out.

The Centre for Urban Studies during the year conducted 7 training programmes and organised a Seminar on 'Civic Consciousness—Delhi Perspective', a detailed account of which is given later in the Report.

The Centre is presently engaged in Research Project on "Self Help and Community Participation for Improving Housing in Areas Prone to Natural Disasters". A research proposal on "Concurrent Evaluation of Swarna Jayanathi Shehari Rozgar Yojana" was submitted to the Ministry of Urban Affairs and Employment for funding. This consultancy has since been awarded to IIPA and is being pursued.

The Centre also brought out during the year four issues of *Nagarlok*.

Apart from the above two Centres, the following Academic Centres are also functioning in the Institute and the activities of their members are mentioned in the Report:

1. Centre for Economic Analysis and Financial Management.
2. Centre for HRD and Behavioural Studies.
3. Centre for Management Studies, Public Enterprises and Computer Application.
4. Centre for Public Policy, Planning and Environmental Studies.
5. Centre for Rural Development Administration.
6. Centre for Social Welfare Administration and Administration of Justice.

B.7 COMPUTER CENTRE

The Institute has a well equipped Computer Centre which apart from providing support services for data processing, computerisation of IIPA functions, etc. also conducted the following 3 academic/training programmes during the year:

1. **Information Technology and Management (ITM) Training Programme**
A new programme namely "Post-Graduate Professional Programme in Information Technology & Management" was introduced this year under the direction of Prof. R.K. Sachdeva and Ms. Charru.
2. Tenth Course on Project Management directed by Shri N.C. Ganguli.
3. Computer-Based Training Programmes for IIPA Staff.

Apart from these three computer oriented courses, the Computer Centre also handled computer based modules for the following courses:

- (i) Twenty-fourth APPPA Programme;
- (ii) Eighteenth Course on Managerial Finance;
- (iii) Police Perspective Planning;

- (iv) Training Programme on General Management for Specialist Grade-II Officers (Teaching & Non-Teaching) of Central Health Service;
- (v) Training Programme on General Management for Officers of Bureau of Indian Standards;
- (vi) Sixth Course on Budgeting Techniques and Policy;
- (vii) Tenth Course on Management of Natural Resource and Environment
- (viii) Nineteenth Course on Management Information Systems; and
- (ix) Eleventh Course on Urban Project Implementation Monitoring and Evaluation.

B.8 CONFERENCES/SEMINARS/WORKSHOPS

The Institute during the year organised the following Conferences/ Seminars/ Workshops:

1. National Seminar on Netaji's Contribution to India's Freedom Struggle and Nation Building

On August 9, 1998 (*i.e.*, Anniversary of Quit India Movement), IIPA organised a National Seminar on Netaji's Contribution to India's Freedom Struggle and Nation Building. Shri Krishan Kant, Vice-President of India in his inaugural address observed that Netaji came to Indian firmament like a meteor, shone brilliantly and disappeared. He strived for synthesis on different view points in solving our socio-economic problems and identified fundamental unity under diversity and rejected the caste system. Shri T.N. Chaturvedi, M.P. and Vice-President IIPA, in his opening remarks analysed Netaji's contribution during the three phases of his life, *i.e.*, 1. formative, 2. resigning from ICS and meeting Mahatma Gandhi and Chittaranjan Das, and 3. active political life as a Congress leader, as supreme commander of INA and Desh Nayak. Shri S.B. Chavan, M.P. and Chairman IIPA, presiding over the Seminar observed that Netaji in patriotic passion, pure nationalism and understanding military strategy, was a genius like Chatrapati Shivaji; in commitment to communal unity and harmony he was like Akbar the Great; and as supreme commander Azad Hind Fauj, he fought the mighty British imperialism like Lord Krishna of Mahabharat. Capt. Dr. Lakshmi Sehgal, who commanded Indian National Army's Rani Jhansi Regiment, delivered the Keynote address. She delineated the sacrifices made by Netaji, his commitment towards emancipation of the poor in India, the importance he attached to solving municipal problems of sanitation, drainage and sewerage disposal; his inclination to seek external help for India's freedom and his foresight and vision in setting up a planning committee, insistence on knowledge of Hindi by all in INA and training of INA cadres for taking over administration from the British. Shri M.C. Gupta, Director IIPA in his welcome address paid tribute to Netaji, by observing that Netaji would have walked tall among the tallest had he been with us in post-Independence India.

The panel of speakers on the Seminar comprised of Shri Pradip Bose, a Journalist

and Nephew of Netaji, Shri Joy Bhattacharjee, Prof. Dilip Kumar Chakraborty, former M.P., Dr. Vidyut Chakravarty, author of a book on Netaji.

Prof. K.N. Kabra of IIPA and Dr. Jaytilak Guha Roy coordinated the Seminar under the guidance of Director IIPA, Shri M.C. Gupta.

2. Seminar on MPs and MLAs as Public Servants: Privileges and Obligations

This National Seminar on MPs and MLAs as Public Servants: Privileges and Obligations was organised on June 19, 1998.

Inaugurating the Seminar, Shri P.A. Sangma M.P., former Lok Sabha Speaker suggested an amendment to the Prevention of Corruption Act to bring under its purview MPs and MLAs. He advocated for the institution of Lok Pal as an effective alternative to deal with cases of criminal misconduct on the part of law makers. Among others the Seminar was addressed by Justice Rajinder Sachar, former Chief Justice of Delhi High Court, Shri H.K. Dua, former Information Advisor to the Prime Minister, Shri N.N. Vohra, former Home Secretary, Prof. Balveer Arora of Jawaharlal Nehru University, and Shri Narayanan, Editor of Hindustan Times who also presided over the second business session. Shri Indrajit Gupta, M.P. and former Home Minister presided over the Valedictory session and felt that electoral reforms are absolutely essential and something should be done to plug holes to disallow the entry of criminals in politics. He called upon all parties to give public assurance that they will not give tickets to people with criminal records for election.

Dr. R.K. Barik, coordinated the Seminar under the guidance of Director, IIPA.

3. Seminar on Civic Consciousness: Delhi Perspective

A one-day Seminar on the subject was conducted jointly by IIPA and Citizen Development Society, New Delhi on March 6, 1999 at IIPA headquarters. Lt. Governor of Delhi, Shri Vijay K. Kapur gave the inaugural address in which he emphasised the need to arouse citizens' consciousness towards their civic responsibilities to rediscover Delhi through redesigning, cleaning and developing new areas in the walled city. He observed that relevant laws were quite strict and needed to be implemented truly. Smt. Shiela Dixit, Chief Minister of Delhi delivered the valedictory address in which she highlighted the problems confronting Delhi with regard to sanitation, supply of electricity, water, law and order, housing, etc. and stressed on the role that voluntary organisations and citizens groups can play in this regard. Shri T.N. Chaturvedi, M.P. and Chairman, Standing Committee gave presidential remarks wherein he presented an overview of the developments that have taken place since independence with regard to citizens' rights and duties and what needs to be done to enhance civic consciousness. Shri S.B. Lal, a former civil servant gave the keynote address in the inaugural session. Shri K.B. Lal another former civil servant and Chairman of Citizenship Development Society also addressed the participants. Besides papers were presented by Shri P.S. Rana, Dy. Commissioner of Police, Delhi on 'Traffic and Transportation', Shri S.K. Sharma,

formerly Chairman and M.D., HUDCO on 'Neighbourhood Government: An Alternative for Solving Civic Problems', Shri K.S. Sandhu, Director, CVC, Municipal Corporation of Delhi on 'Sanitation and Conservancy in Delhi: Citizens' Role', and Shri S. Prakash, Member, Jal Nigam, on 'Public Cooperation in Water Supply'.

Shri M.C. Gupta, Director IIPA and Dr. M.K. Narain jointly coordinated the Seminar.

4. Conference of Relief Commissioners of States and UTs

A Conference of Relief Commissioners of States and Union Territories was held on June 25, 1998 which was inaugurated by Shri Kamal Pandey, Secretary, Ministry of Agriculture and Cooperation. In his address, he emphasised that disaster management in the country has to be viewed in totality and that modern information technology needs to be used as a tool for efficient management of natural disasters. Welcoming the participants, Shri M.C. Gupta, Director IIPA, raised some important issues pertaining to the need for smooth operationalisation of calamity relief fund and norms of assistance. The Conference among others was addressed by Shri Bhagat Singh, Additional Secretary and Relief Commissioner, Ministry of Agriculture, Shri Anil Sinha, Joint Secretary, Ministry of Agriculture and Prof. A.S. Arya, a noted expert in earthquake engineering.

Prof. J.N. Upadhyay coordinated the Conference.

5. Workshop on Role of Media in Disaster Management

The above workshop was conducted on June 26, 1998 and was addressed by Shri Anil Sinha, Joint Secretary, Ministry of Agriculture, Shri Bhagat Singh, Additional Secretary and Relief Commissioner to the Government of India, Ministry of Agriculture and Shri M.C. Gupta, Director, IIPA. The Workshop underscored the role of media in Disaster Management and the contribution made by NCDM in coordinating the research, training and documentation activities in this Centre.

Prof. J.N. Upadhyay coordinated the workshop.

6. Workshop on Natural Disaster Prevention and the Media

To commermorate International Decade for Natural Disaster Reduction (IDNDR) Day, the NCDM organised a Workshop on "Natural Disaster Prevention and the Media" on October 14, 1998. Shri Som Pal, Union Minister of State for Agriculture, inaugurated the Workshop and highlighted the crucial role that media can play in creating public awareness about risks, greater understanding of hazards of natural disasters and usefulness of undertaking timely preprendness measures. The other speakers were Shri Bhagat Singh, Additional Secretary, Ministry of Agriculture and Central Relief Commissioner, Shri Anil Sinha, Joint Secretary, Ministry of Agriculture, Shri V. Suresh, CMD of HUDCO, Shri H.R. Kidwai, Shri P.J. Rao, Prof. V.K. Sharma, Shri B.K. Taimini, and Shri M.C. Gupta, Director IIPA.

7. Workshop on Case Studies on PSUs

A two-day workshop on Case Studies in Public Sector Undertakings (PSUs) was jointly organised by IIPA and the Institute of Public Enterprise (IPE), Hyderabad on August 17-18, 1998. Shri M.C. Gupta in his welcome address stressed the need for taking up case studies on leadership and procrastination in decision-making in PSUs on priority basis owing to their criticality in the success of the PSUs. Shri M. Gopalakrishna Naidu, Director of IPE in his address highlighted the need to ensure commercial viability of public sector units through case studies on success/failure of PSUs in the present phase of rolling back of State and disinvestment. He favoured joint efforts of IIPA, universities and independent researchers in the venture. Among other speakers were Shri Udesh Kohli, Chairman, SCOPE and CMD of Power Finance Corporation, Shri M.A. Hakeem, Prof. O.P. Minocha, Prof. Jaideep Singh, Shri Kamal Taori, Shri U.K. Dixit, Shri Arunodaya Bhattacharya, Prof. J.C. Kapur, Dr. Sujata Singh, Dr. Lipi Mukhopadhyay and Shri Vinay Lall. It was decided in the Workshop that on the subjects and topics identified for writing the cases, IIPA, SCOPE and the Institute of Public Enterprises, Hyderabad shall initiate a joint programme for preparing case studies on various aspects of public enterprises.

Prof. K.N. Kabra coordinated the Workshop.

B.9 LIBRARY

Collection

During the year 3268 volumes of books including some in Hindi were added to the Library collection raising it to over 1.81 lakh. The Library also acquired three video films, three CD-ROMs, and 296 floppies containing Census of India, 1991 data, and subscribed to 210 periodicals including 14 newspapers. In addition, 160 current periodicals were received on complimentary and exchange basis. The Library continues to participate in the World Bank's Depository Library Programme which entitles it to receive their publications free of cost.

The Library is an active member of the Delhi Library Network and has been making considerable use of the Network's facilities for meeting the needs of its clientele.

With a view to keep abreast with the latest Information Technology, the Library acquired a Netware based Client-Server with 16 port Hub; Umax A3 size color scanner; HP Laser Jet 6L Gold printer; 56 Kbps Modem; and a Dot Matrix Printer. It has also been provided with a VSNL TCP/IP Internet connection for use by the Faculty and Research Staff of the Institute.

As on March 31, 1999, the computerised database of the Library had 61, 878 bibliographical records relating to books and 41,012 relating to periodical articles.

The Library has been regularly bringing out Monthly List of Additions;

Fortnightly List of Significant Periodicals/Articles to keep its clientele informed about the incoming documents. It made available a large number of subject bibliographies to its readers. The Bibliographies on 'Towards Good Governance' and 'Urban Infrastructure Development' were published in the July-Sept. 1998 issue of *Indian Journal of Public Administration* and October-December, 1998 issue of *Nagarlok*, respectively.

B.10 PUBLICATIONS

The Institute continued to bring out the following periodicals:

Indian Journal of Public Administration.

The Institute brought out four issues during 1998 of which, one was the annual special number on "Towards Good Governance".

Shri T.N. Chaturvedi was the Editor for most part of the year. Prof. S.P. Verma succeeded him in February 1999. Shri M.K. Gaur is the Joint Editor.

Nagarlok

The Institute brought out four issues during 1998 including a special number on "Urban Infrastructure Development".

Shri M.C. Gupta, Director IIPA, continued to be the Editor, Prof. G.K. Misra, Joint Editor and Shri Rakesh Gupta, the Assistant Editor.

Documentation in Public Administration

The Institute brought out four issues during the year. Shri T.N. Chaturvedi was the Editor for most part of the year with S/Shri B.K. Suri and S. Majumdar as the Assistant Editors. In February, 1999, Prof. S.P. Verma succeeded Shri T.N. Chaturvedi as Editor.

IIPA Newsletter

Twelve issues of the Newsletter were published during the year. Shri T.N. Chaturvedi continued to be the Editor till February'99. Thereafter Prof. S.P. Verma succeeded him. Shri M.K. Gaur continued to be the Joint Editor.

The Institute also published the following books during 1998-99:

1. Fifty Years of Indian Administration—(Ed.) T.N. Chaturvedi.
2. Towards Good Governance—(Ed.) T.N. Chaturvedi.
3. Subhas Bose: The Man and his Mission (Eds.) M.C. Gupta and Jaytilak Guha Roy.
4. Address delivered on Foundation Day of IIPA and APPPA Convocation—Dr. Karan Singh.
5. Policing in Twenty-first Century—(Ed.) Jaytilak Guha Roy.
6. "Public Administration in India—Case Studies" (Eds.) M.C. Gupta and Kamal Nayan Kabra.
7. नैनिकता, सामाजिकता और विकास—रजनी कोठारी

B.11 DISTINGUISHED VISITORS TO THE INSTITUTE

- (i) Prof. Linda C. Winner, Director, Centre for Executive Leadership in the Federal Executive Institute (Charlottesville, Virginia) visited the Institute on May 11, 1998 and spoke on "Role of Public Administration in Policy-Making with Empahsis on Mastering the Art of Creative Collaborations".
- (ii) The South African Parliamentary Committee on Public Enterprises paid a visit to the Institute on October 30, 1998. The Committee was headed by Mr. M. Msomi and the other members were Mr. B. Vilakazi, Mr. D. Gumee, Ms. N. Tsheole, Mr. N. Gogotya, Mr. C. Wyngaard, Mr. H. Bekker and Mr. J. Chiole—all members of the South African Parliament. In addition, there were officials from the South African Electricity Supply Commission. The meeting was chaired by Shri T.N. Chaturvedi, M.P. and Chairman, Standing Committee, IIPA.
- (iii) A four-member delegation from the Department of Public Finance, Government of Sri Lanka, visited the Institute on December 14, 1998 and met the Director and faculty members and discussed various issues on public finance.
- (iv) Prof. Are Altman, Director, Kennedy Centre for Bio-Technology, University of Jerusalem, spoke on "New Frontiers of Bio-Technology" on December 29, 1998.
- (v) Mrs. N.T. Mahetla, Dy. Director General, Ministry of Public Enterprise, Government of South Africa, visited the Institute on February 17, 1999 and met the Director Shri M.C. Gupta, to discuss structural adjustments and public sector reforms in India and the importance attached to these reforms.
- (vi) Mr. Shamsul Haque, Chairman of the Public Administrative Reforms Commission, Bangladesh visited the Institute on February 25, 1999 and discussed issues of common concern in public administration with the Director and faculty members.

C. ASSOCIATIONAL ACTIVITIES

C.1 FORTY-FOURTH ANNUAL MEETING OF THE GENERAL BODY

Forty-fourth Annual General Body Meeting of Members of IIPA was held on October 23, 1998 in IIPA Auditorium. Shri Krishan Kant, Vice-President of India and President of IIPA delivered the inaugural address. Shri S.B. Chavan, Former Union Minister for Home Affairs and Chairman, IIPA, presided over the meeting.

The meeting was attended by 317 members. The House approved the proceedings of the Forty-third Meeting of the General Body held on October 25, 1998, the Annual Report, and the Annual Statement of Accounts for the year 1997-98. M/s Thakur Vaidyanath Aiyar & Co. were reappointed as the auditors of the Institute for the year 1998-99.

C.2 FORTY-SECOND ANNUAL CONFERENCE OF THE MEMBERS

Forty-second IIPA Members' Annual Conference was held on October 24, 1998. The theme of the Conference was "National Agenda of the New Government: Administrative Dimensions". Shri T.N. Chaturvedi, M.P., Vice-President of IIPA and Chairman, Standing Committee, presided over the morning session and Prof. (Mrs.) Noorjahan Bava, Member of the Executive Council presided over the afternoon session.

Shri M.C. Gupta, Director, IIPA who presented the Theme Paper, mentioned that selection of this theme followed from the formulation and publication of the National Agenda for Governance of the BJP and its alliance partners for running the government at the Centre. Shri Gupta stated that the agenda talked of many things, like economy, labour, employment, price stability, water, education, housing, empowerment of women, the youth, the children, constitutional and legal reforms, corruption, national stability, international relations, environment, secularism, information technology, etc. He observed that the Theme Paper is not the handiwork of one faculty member but a dozen and odd faculty members endeavoured to tackle one or the other aspect of the agenda. Besides the discussion paper, six other papers and 30 synoposes of the papers on the theme were presented. He spoke at length on some of the major components of the Agenda and their implication for Public Administration.

The Conference was attended by 282 members. Prior to holding of the Annual Conference, 25 Regional Conferences/Seminars on the theme were organised by IIPA's Regional/Local Branches at their respective headquarters.

C.3 THE EXECUTIVE COUNCIL

The following were declared elected as members of the Executive Council in

the biennial election held in September 1998 for a four-year term (1998-2002):

1. Shri T.N. Chaturvedi
2. Dr. P. Chandrasekharan
3. Shri M.K. Gaur
4. Prof. K. Kamalanathan
5. Shri K. Malaisamy
6. Shri M. Gopalkrishna Naidu
7. Prof. (Mrs.) S. Saroja
8. Shri T.K. Thanickachalam
9. Shri M. Thyagarajan
10. Prof. S.P. Verma

The Council elected Dr. V. Subramanian and Shri P.A. Sangma as Vice-Presidents of the Institute for a period of two years (1998-2000). The Council also re-elected Shri G.C.L. Joneja as Honorary Treasurer of the Institute for a period of two years (1998-2000) and co-opted Dr. V.T. Patil, Prof. M.M. Puri, Shri S. Ramanathan, Prof. J.C. Kapur, and Prof. R.K. Sachdeva on the Executive Council for a term of two years (1998-2000). The Secretaries of the Union Ministry of Personnel, Public Grievances and Pensions, Ministry of Rural Development and the Department of Education were also co-opted on the Executive Council.

The Council also co-opted the Chairmen of the Regional Branches of Madhya Pradesh, Goa (West Coast) and Mizoram.

Meetings of Committees

The Executive Council met five times and the Standing Committee met four times during the year. The Academic Committee met three times, the Editorial Board, and the Committee on Case Studies held two meetings each, while the Screening Committee for Admission of New Members met six times during the year.

C.4 MEMBERSHIP

During the year, 417 new members (190 Annual, 132 Life, 4 Corporate Annual, 1 Corporate for 20 years, 54 Associate and 36 students) were admitted. Seventy Four members compounded their membership to Life membership. One Annual Member resigned from the membership of the Institute. Three Annual Members and 28 Life Members were reported to have expired during the year.

The names of 253 Members and 14 Corporate Members, whose subscription fell in arrears for more than two years, *i.e.*, since 1996, were removed from the Membership Rolls of the Institute under Rule 35(1) of the Institute.

As on March 31, 1999, the total membership was 10,820, comprising 8,931 Life Members, 1,401 Annual Members, 196 Associate Members, 118 Student Members and 174 Corporate Members.

C.5 REGIONAL AND LOCAL BRANCHES

During the year, three new Local Branches at Tirupati, Muzaffarpur and Howrah were established. The Gurajat Regional Branch and the Aurangabad Local Branch, which were non-functional for quite some time, were revived.

Thus, the total number of Regional and Local Branches of the Institute as on March 31, 1999 stands at 20 and 36, respectively. The list of Regional and Local Branches alongwith the names of Office Bearers and their main activities during the year is given in Annexure X (a) & (b).

A Meeting of the Office Bearers of Regional and Local Branches held on October 23, 1998 at the IIPA was presided over by the Director of the Institute. The Regional and Local Branches represented at the meeting were: Andhra Pradesh, Assam, Bihar, Delhi, Jammu & Kashmir, Karnataka, Kerala, Madhya Pradesh, Mizoram, Orissa, Punjab/Haryana/Chandigarh, Rajasthan, Tamil Nadu, Uttar Pradesh, and West Bengal (Regional Branches) and Budaun, Coimbatore, Cuddalore, Imphal, Jabalpur, Karimnagar, Magadh, Muzaffarpur, Nagpur, Patiala, Ranchi, Salem, Sangli, Sirohi, Tiruchirapalli, Tirunelveli, Tirupattur, Vellore, and Villupuram (Local Branches). Many valuable suggestions/observations were made at the meeting.

A sum of Rs. 4,93,255 was paid to the Branches during the year as financial assistance including the share of Membership subscription for carrying out their programmes and activities. This amount also includes release of research grant of Rs.10,000 out of Plan Funds to Uttar Pradesh Regional Branch for undertaking a research project.

A statement showing details of financial assistance given to Branches during 1998-99 is given in Annexure X (c).

In pursuance of the discussion held in the meeting of the office bearers on October 25, 1997, one faculty member of the Institute has been associated with each of the Regional Branches to help them in organising at least one training course on a chosen subject, one seminar/conference/ colloquium/workshop and one research study/case study each year, commencing 1998-99. The list of faculty members attached to the Regional Branches is given in Annexure X (d).

C.6 ESSAY COMPETITION

The following subjects were identified for the Annual Essay Prize Competition, 1997:

1. Strengthening Parliamentary Democracy.
2. Women in Indian Polity.
3. Information Technology and Public Management System, and
4. Electoral Reforms.

In all, 44 essays (25 in English and 19 in Hindi) were evaluated by a Committee of Judges comprising : Shri M.M. Rajendran, Shri R.K. Khandelwal and Prof. S.R. Maheshwari.

As none of the entries merited first prize, either in English or in Hindi, two second prizes of Rs.2,000 each were awarded to : Shri K.S. Narayana of Bangalore for his essay in English on "Women in Indian Polity" and Shri B.N. Natesh of Bangalore for his essay in English on "Electoral Reforms", and to Shri Sham Narain of Ghaziabad and Shri Ashish Jaiswal of New Delhi for their essay in Hindi on "निर्वाचकीय सुधार" और "भारतीय राजनीति में महिलाएं".

C. 7 APPEAL TO LIFE MEMBERS

An appeal was issued to the Life Members of the Institute to make voluntary token contribution of Rs.500 to meet, though partially, the cost escalation on various services being provided to the members.

Fifty-two members have responded to the appeal. The Institute gratefully acknowledges this positive gesture of members. Thanks are especially due to Dr. Ramayan Prasad of Bhopal for donating Rs.5001.

D. FINANCE AND ACCOUNTS

Revenue Account

Apart from generating its own resources, the Institute received grants from the Ministry of Personnel, Public Grievances and Pensions, Government of India. The details of such receipts during the year under report are:

	Amount	Remarks
1. Maintenance Grant from Government (Recurring)	(i) Rs.303.00 lakhs (ii) Rs.29.17 lakhs (iii) Rs.16.25 lakhs	Against total sanction of Rs.307.65 lakhs. The balance amount of Rs.4.65 lakhs was sanctioned in March'99 but received in April'99. As such this amount shall be accounted for in 1999-2000. Sanctioned in March'98 but received in April'98 towards impact of Vth Pay Commission's Recommendations. Brought forward from previous year's grant for meeting the impact of Vth Pay Commission's Recommendations.
2. Pension Corpus Fund from Government (Non-Recurring)	Rs.400.00 lakhs	This amount includes Rs.200 lakhs sanctioned in March'98 but received in April'98 towards I & II instalments of Pension Corpus Fund against total Corpus Fund of Rs.550.71 lakhs for the implementation of the Pension Scheme.
3. Internal Receipts generated by IIPA	Rs.161.64 lakhs	Break-up as under: (Rs. lakhs) Membership subscription, sale of publications, receipts from office / project equipments, interest on investments, overhead charges, Recovery of Advances etc. 68.53 Rent 29.06 (ii) Fee from various fee-based and sponsored training programmes 42.51 (iv) Net fee from Consultancy Assignments 13.64 (v) Course fee from newly introduced P.G. Professional Programme in IT Management 7.90

Thus the total recurring funds available to the Institute during 1998-99 (excluding Rs.400.00 lakhs of Pension Corpus Fund) were Rs.510.06 lakhs.

As against the recurring revenue receipts of Rs. 510.06 lakhs, the total expenditure during the year under report was Rs. 493.46 lakhs incurred over the following heads:

	(Rs. in lakhs)
1. Establishment (Salaries and allowances including CRDA Rs. 33.54 lakhs)	298.17
2. Conduct of fee-based and Sponsored training Programmes	23.27
3. P.G. Professional Programme in IT Management	5.65
4. Research, Seminars and Conferences	0.11
5. Library Books, Periodicals, Equipments etc.	12.49
6. Publications	8.68
7. Promotion of branches activities	4.83
8. Campus maintenance including water and electricity charges, rent, rates and taxes etc.	57.84
9. Administrative and miscellaneous charges	59.60
10. Other expenditure—CRD Administration	0.52
11. Advances to employees	12.30
12. Amount transferred to 'Infrastructure Development Fund'	10.00

Thus, there was a surplus of Rs. 16.60 lakhs in the revenue account during the year as compared to Rs. 8.12 lakhs in the previous year. However, taking into account the cumulative deficit of Rs. 16.31 lakhs as on March 31, 1998 of the previous years, the Institute was left with a small surplus of Rs.0.29 lakhs on revenue account after:

- (i) wiping out all the previous deficits which had accumulated upto 31st March 1997, and
- (ii) transferring a sum of Rs.10 lakhs to 'Infrastructure Development Fund', a newly created fund.

Centre for Urban Studies (CUS)

A maintenance grant of Rs. 38.80 lakhs and balance of Rs. 0.68 lakhs (carried over from previous year ended on 31.3.98) was received from the Ministry of Urban Affairs and Employment (Department of Urban Development) Government of India during the year under report. In addition, receipts of Rs. 0.13 lakhs accrued from sale of CUS publications and fee-based programmes, etc. Thus the total receipts under CUS were Rs. 39.61 lakhs.

Against the total receipt of Rs. 39.61 lakhs, the expenditure on the Centre for Urban Studies amounted to Rs. 46.53 lakhs. The Ministry of Urban Affairs has been requested to release balance grant of Rs. 6.92 lakhs during the current year.

National Centre for Disaster Management

The Ministry of Agriculture released a total grant of Rs. 107.00 lakhs (and balance of Rs. 33.36 lakhs was also carried over from previous year ended on 31.3.98) during the year under report. Besides this a sum of Rs. 18.00 lakhs was also released by Ministry of Agriculture in March, 99 but it was actually received in April, 99. As such this amount will be accounted for in 1999-2000.

Against the total receipt of Rs. 140.36 lakhs, expenditure of Rs. 103.10 lakhs was incurred during the year on:

(Rs. in lakhs)

1. Pay and Allowances of Staff and other Activities of the Centre	60.28
2. Creation of Infrastructure facilities	42.82

The balance of Rs. 37.26 lakhs has been carried over for adjustment during 1999-2000.

Capital Account (Non-Recurring)

Under IX Plan, grant of Rs. 80.00 lakhs was received during the year. The unspent balance of Rs. 38.60 lakhs of the Plan Grant of previous year (1997-98) was carried over to this year.

Thus the total grant available was Rs. 118.60 lakhs out of which Rs. 69.25 lakhs was utilised on various activities as on March 31, 99 and balance of Rs. 49.35 lakhs has been carried over to the next year 1999-2000 for utilisation against committed works.

Specific Grants and Expenditure on Sponsored Training Programmes and Research Studies

Grants/Fee amounting to Rs. 145.20 lakhs were received from the Ministry of Personnel, Public Grievances and Pensions (DOP&T), and other sponsoring Ministries/Departments for conduct of sponsored Training Programmes, Research Studies and Seminars, etc. as under:

(Rs. in lakhs)

1. DOP&T Sponsored Programme (Advanced Professional Programme in Public Administration (APPPA) excluding unspent balance of Rs.1.56 lakh of 1997-98.	33.50
2. From various Ministries/Departments for Field Visits/Dissertation,etc. by APPPA Participants.	43.71
3. From Ministries/Departments (Other than DOP&T) and other organizations for Special Programmes, Research Studies, Consultancy Assignments, Seminars, etc.	67.99
	<hr/>
	145.20

As against the above, the expenditure on various programmes and Research Studies, etc. amounted to Rs.120.43 lakhs as detailed below:

(Rs. in lakhs)

1.	Advanced Professional Programme in Public Administration	35.03
2.	Field Visits/Dissertation, etc. by APPPA Participants	40.49
3.	Special Programmes, Research Studies Consultancy Assignments, Seminars, etc. sponsored by various Ministries/ Departments of Government of India and other organisations.	44.91
		<hr/> <u>120.43</u>

The balance/excess expenditure from these grants has been carried over for utilisation/adjustment during 1999-2000.

M/s Thakur Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report, and the Audited statement of Accounts in detail is appended to this report (**Annexure XIII**).

ANNEXURE I

ADDRESS OF PRIME MINISTER SHRI ATAL BIHARI VAJPAYEE ON THE FOUNDER'S DAY OF THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION AND APPA CONVOCATION

New Delhi—March 29, 1999

It gives me great pleasure to participate in this function to mark the Founder's Day of the Indian Institute of Public Administration.

Today, IIPA is 45 years old. It was set up in the aftermath of India's Independence and, a little later, the founding of the Indian Republic. Its mission was to evolve, through study and research, a philosophy for public administration consistent with the social, economic, and political ideals of an ageless nation reborn as a young Republic. IIPA was also excepted to actively participate in the training and retraining of civil servants in the art and science of public administration.

While celebrating the Founder's Day, I am sure that all those associated with the Institute will do serious introspection on how far the IIPA has succeeded in this mission. In doing so, the IIPA should compare itself with other institutions engaged in research and training in this field. After having been in existence for over four decades, the IIPA should also benchmark itself against the pre-eminent centres of public administration in the world.

Today I wish to share with you some of my personal reflections on the subject of public administration and its critical importance for delivering good governance to our people. In the preamble to the National Agenda for Governance, which is the common policy framework for the ruling coalition, we have pledged to give good governance. "Our first commitment", we said, "to the people is to give a stable, honest, transparent and efficient government capable of accomplishing all-round development. For this the government shall introduce time-bound programmes of needed administrative reforms including those for the civil services".

I have closely observed the system of administration from outside as a political activist and as a Member of Parliament for more than four decades. For the past one year, I have also observed it from inside as the head of the government. My observations from both outside and inside have left me in no doubt that our system of administration is ill-equipped to fulfil our national objectives and the aspirations of the common man. This has also been the experience of all the political parties who have formed governments either at the Centre or in the States.

Hence, the need for administrative reforms is one subject on which there is unanimity in the country. Indeed, there is a far greater consensus on administrative reforms than on economic reforms. Yet, these reforms have not proceeded well enough, fast enough and deep enough. This is because, there is no consensus and

clarity on what kind of administrative reforms we need, and how to effect them.

The objectives of administrative reforms which can support the goal of good governance are clear. We need an administrative system that is responsive, transparent, efficient and caring.

If it is true that people are the king in a democracy, then we cannot have an administrative machinery that lords over the citizens.

It should respond to their concerns and complaints—with dispatch and dedication.

Its functioning should be open and accountable. Honesty, and an ability to decide between the right and the wrong, are qualities as important as professional competence.

Its efficiency should be clearly demonstrated in its results and performance. I especially lay much emphasis on the delivery of services at the least cost to the exchequer.

Finally, it should be compassionate. In a country where a majority of the people are victims of poverty and neglect, we have to have an administrative system that has a heart that feels for the poor and a mind that cares for their needs.

For the system of administration to improve, we must, first of all, recognise the strengths of our civil service. I believe that the civil service in India is one of the great resources we have to realise the objectives of building a strong, prosperous, and self-confident India. There is hardly any other section of our society that has a better understanding of the realities of India—our problems, our potential, and also the means to solve the problems—than the vast body of our administrators. Not even the political class can match the breadth and depth of our civil servants' knowledge of dealing with diverse and complex problems.

For example, by the time an IAS officer achieves a certain level of seniority, he or she will have served in so many capacities, in so many diverse areas of development, and in so many parts of our diverse country, that their understanding and experience of issues becomes truly valuable. A typical secretary-level officer has the experience of grassroots administration as a district collector, a specialized bureaucrat in a wide number of specific areas in the subsequent stages of his or her career, and later on once again as an administrator with a larger canvas upon reaching the higher levels of seniority.

If this is true of one good officer, one can imagine how precious would the collective knowledge and expertise of a continuously expanding band of good administrators be.

Yet, in spite of the rich administrative resource that we have at our disposal, the reality is that we have not succeeded in creating a system that meets people's expectations.

The blame for this rests largely with the political class. Not all the elected representatives of the people who get to perform executive functions in the government either recognise the richness of the administrative resource at their

command, or know-how to use it to promote public good. Worse still, they often politicise the bureaucracy through their acts of unmerited favouritism and victimisation in transfers and postings.

This has to stop.

In our democratic framework of governance, the political leadership of the government has necessarily to change from time to time. However, the administrative system, which assists and works under the guidance of the elected representatives of the government, is a permanent and continuing entity. Our Constitution, and the rules framed under the Constitution, provide for ample checks and safeguards to create the right balance between the political class and the administrative system.

Sadly, not all members of the political class and the administrative class have performed their respective responsibilities with diligence and an eye for the public good. Private interests and sectional interests have often overshadowed the interests of the public and the nation. This has eroded the credibility of both politicians and civil servants in the eyes of the people. In the long-run, this loss of credibility is a threat to our democracy.

This, too, has to stop.

As I said before, public administration cannot deliver public good unless the political leadership firmly upholds people's interests and national interests to be supreme. My Government is committed to restoring their supremacy in each and every area of administration.

Friends, there is, however, another aspect of administration where it is primarily the responsibility of the bureaucracy to bring about a positive change. That is the manner in which it deals with public issues and members of the public. Our people have great expectations from the government they elect. However, the fulfilment of their expectations depends largely on how well and how fast the policies and programmes of the government are implemented by the bureaucracy.

Friends, my greatest concern today is in the area of implementation. The National Agenda for Governance has clearly spelt out our priorities. In the light of these priorities, a large number of good policies, programmes, and schemes have been worked out. Of course, we have also inherited a large number of good policies, programmes, and schemes from the previous governments.

Where we fumble, however, is in implementing them in a manner that satisfies the people. I have said it before, and I say it again today, that I cannot accept delays and slippages in implementation. I cannot, because the people cannot.

The people want to see action, and not just hear words of promise repeated again and again. That is why, the subtitle of the document on the National Agenda for Governance states our commitment: "Closing the Gap between People's Aspirations and Government's Performance".

I want to see the entire administrative machinery, from top to bottom, work with a sense of mission and a result-oriented approach. I want to see them work

with their hearts and minds fully in the administrative responsibility they hold. I want to see them work faster and work better. I want to see them work with a sense of mission and accountability. In doing so, I want to see them work without any fear or favour.

Let me, in this context, quote from the speech that Pandit Jawaharlal Nehru delivered at the Inaugural meeting of your Institute on March 29, 1954. He said: "*The role of the administrator is to achieve something, and not to exist in some kind of an ivory tower, following certain rules of procedure and, narcissus-like, looking on itself with complete satisfaction. The test after all is the human beings and their welfare*"

The subject of administrative reforms, and the supportive legal reforms, will be a priority for my Government in the coming months. In this endeavor, we seek the assistance of institutes like the IIPA.

With these words, I thank the Governing Council of your Institute for giving me this opportunity to share my thoughts on public administration. I extend my best wishes for the civil servants who have successfully completed the course of Advanced Professional Programme in Public Administration.

Thank you.

ANNEXURE II

COMMITTEES OF THE EXECUTIVE COUNCIL (As on 31st March, 1999)

Standing Committee

1. Shri T.N. Chaturvedi - Chairman	2. Shri V. Aivalli
3. Prof. (Mrs.) Noorjahan Bava	4. Prof. Mohit Bhattacharya
5. Shri G.C.L. Joneja	6. Prof. K. Kamalanathan
7. Shri K. Malaisamy	8. Shri B.C. Mathur
9. Dr. Agarala Eswara Reddi	10. Prof.(Mrs.) S. Saroja
11. Secretary, Ministry of Personnel, Public Grievances & Pensions and Parliamentary Affairs (Special Invitee)	12. Director, IIPA

Academic Committee

1. Director - Chairman	2. Prof. Ramesh K. Arora
3. Shri B.S. Baswan	4. Shri Pranab Banerji
5. Prof. P.K. Chaubey	6. Prof. T.N. Kapoor
7. Prof. (Mrs.) Aasha Kapur Mehta	8. Prof. S.N. Mishra
9. Dr. Agarala Eswara Reddi	10. Dr. V. Shanmugasundaram
11. Shri S. S. Singhania	12. Dr. S. Subramanian
13. Shri T.K. Thanickachalam	14. Shri M. Thyagarajan
15. Joint Secretary (Training) Department of Personnel & Training (Special Invitee)	

Screening Committee for Admission of New Members

1. Shri B.C. Mathur - Chairman	2. Prof. Mohit Bhattacharya
3. Director, IIPA	

Selection Committee

1. Director, IIPA - Chairman	2. Prof. (Mrs.) Noorjahan Bava
3. Shri M. Gopalkrishna Naidu	4. Dr. S. Subramanian

Editorial Board

1. Prof. S.P. Verma, Editor & Chairman	2. Shri U.C. Agarwal
3. Prof. C.P. Bhambari	4. Shri T.N. Dhar
5. Prof. R.B. Jain	6. Prof. S.R. Maheshwari
7. Shri S.S. Singhania	8. Director, IIPA

Committee for Administration of CPF

1. Director, IIPA—Chairman
2. Shri G.C.L. Joneja—Hon. Treasurer
3. Shri B.C. Mathur—Nominee of the Executive Council
4. President, IIPA Staff Association
5. Registrar—Member-Secretary

IIPA Pension Fund Trust**IIPA G.P. Fund Trust**

1. Director, IIPA—Chairman
2. Hon. Treasurer
3. Shri B.C. Mathur—Nominee of the Executive Council
4. Financial Adviser (Home) or his nominee
5. Joint Secretary (Trg.) or his nominee
6. President, IIPA Staff Association
7. Registrar, IIPA—Member-Secretary

ANNEXURE III

FACULTY AND OTHER SENIOR STAFF (As on 31st March, 1999)

Director
Shri M.C. Gupta

Prof.P.K. Chaubey	Professor of Economic (Economic Administration)
Prof. Nand Dhameja	Professor of Financial Management
Prof. K.N. Kabra	Professor of Economics
Prof. J.C. Kapur	Professor of Computer in Government
Prof.(Mrs) Aasha Kapur Mehta	Professor of Economics (Economic Policy)
Prof. S.N. Mishra	Professor of Rural Studies
Prof. G.K. Misra	Professor of Urban Studies
Prof. R.K. Sachdeva	Professor of Management
Prof. K.S.R.N. Sarma	Professor of Urban Finance
Prof. Arvind K. Sharma	Professor of Public Administration
Prof. (Mrs.) Bharati Sharma	Professor of Management (Organisation Behaviour and Behavioural Sciences)
Prof. V.K. Sharma	Professor in Disaster Management
Prof. Jaideep Singh	Professor of Behavioural Sciences
Prof. S.S. Singh	Professor of Justice and Administration
Prof. R.N. Thakur	Professor of Sociology/Social Welfare Administration
Prof. R.K. Tiwari	Professor of Public Administration
Prof. J.N. Upadhyay	Professor in Rural Studies

Readers

Dr.(Ms.) Dolly Arora	Reader in Government and Politics
Shri Pranab Banerji	Reader in Economics
Dr. Radha Kant Barik	Reader in Public Administration
Dr. Anil C. Ittyerah	Reader in Economics
Dr. M.K. Narain	Reader in Social Science
Dr. Jaytilak Guha Roy	Reader in Criminal Justice Administration
Dr. (Mrs.) Rajesh Singh	Reader in Behavioural Science
Dr. (Ms.) Sujata Singh	Reader in Policy Sciences

Lecturers Selection Grade

Shri Shekhar Singh
Dr.(Mrs.) Lipi Mukhopadhyay

Lecturer in Environmental Studies
Lecturer in Behavioural Science

Lecturers

Shri N.C. Ganguli
 Shri Rakesh Gupta
 Dr. (Mrs.) A. Sarada
 Ms. Charru

Lecturer in Management Studies
 Lecturer in Urban Studies
 Lecturer in Economics
 Systems Analyst-cum-Programmer

Senior Administrative Staff

Dr. S.N. Suri
 Shri Chitra Giri
 Shri Naresh Kumar
 Dr. B.B. Malhotra
 Shri U.S. Rawat

Registrar
 Dy. Registrar (Administration)
 Dy. Registrar (Finance)
 Dy. Registrar (Academic Support)
 Asstt. Registrar (Administration/Maintenance)

Senior Editorial and Publications Staff

Shri M.K. Gaur

Joint Editor

Senior Library Staff

Shri B.K. Suri
 Shri Suprabhat Majumdar
 Mrs. Sunita Gulati
 Shri Suresh Kumar
 Shri A.K. Nath

Librarian
 Dy. Librarian
 Asstt. Librarian
 Asstt. Librarian
 Asstt. Librarian

ANNEXURE IV

PLANNING AND ADVISORY COMMITTEE (1999 - 2001)

1. Director	Chairman
2. Prof. K.N. Kabra Chairman Centre for Economic Analysis & Financial Management	Member
3. Prof. R.K. Sachdeva Chairman Centre for Management Studies, Public Enterprises & Computer Applications	Member
4. Prof.(Mrs.) Bharati Sharma Chairman Centre for HRD & Behavioural Science	Member
5. Prof. P.K. Chaubey Chairman Centre for Public Policy, Planning & Environmental Studies	Member
6. Dr. (Ms.) Sujata Singh Chairman Centre for Rural Development Administration	Member
7. Dr. Jaytilak Guha Roy Chairman Centre for Social Welfare Administration and Administration of Justice	Member
8. Prof. K.S.R.N. Sarma Chairman Centre for Urban Studies	Member
9. Prof. J.N. Upadhyay Chairman National Centre for Disaster Management	Member

10.	Dr. Jaytilak Guha Roy Convenor Advisory Committee on Research & Consultancy	Member
11.	Shri Pranab Banerji Convenor Advisory Committee on Training	Member
12.	Shri N.C. Ganguli Convenor Advisory Committee on Computer Centre	Member
13.	Registrar	Special Invitee
14.	Librarian	Special Invitee
15.	Joint Editor	Special Invitee

ANNEXURE V

ACADEMIC CENTRES (As on March 31, 1999)

I. Centre for Economic Analysis and Financial Management

1. Shri Pranab Banerji	2. Prof. P.K. Chaubey
2. Prof. Nand Dhameja	4. Shri N.C. Ganguli
5. Dr. Anil C. Ittyerah	6. Dr. (Mrs.) A. Sarada
7. Prof. K.S.R.N. Sarma	8. Prof.(Mrs) Aasha Kapur Mehta
9. Prof. K.N. Kabra (Chairman)	

II. Centre for HRD and Behavioural Studies

1. Dr. (Mrs.) Lipi Mukhopadhyay	2. Prof. A.K. Sharma
3. Prof. Jaideep Singh	4. Dr.(Ms.) Sujata Singh
5. Dr. (Mrs.) Rajesh Singh	6. Prof.(Mrs.) Bharati Sharma (Chairman)

III. Centre for Management Studies, Public Enterprises and Computer Application

1. Prof. Nand Dhameja	2. Shri Rakesh Gupta
3. Prof. J.C. Kapur	4. Shri N.C. Ganguli
5. Prof. A.K. Sharma	6. Prof. Bharati Sharma
7. Prof. R.K. Sachdeva (Chairman)	

IV. Centre for Public Policy, Planning and Environmental Studies

1. Dr. Dolly Arora	2. Prof. K.N. Kabra
3. Shri Shekhar Singh	4. Prof. V.K. Sharma
5. Prof. P.K. Chaubey (Chairman)	

V. Centre for Rural Development Administration

1. Dr. Dolly Arora	2. Shri Pranab Banerji
3. Dr.(Mrs) Lipi Mukhopadhyay	4. Prof. S.N. Mishra
5. Dr. Jaytilak Guha Roy	6. Prof. R.K. Tiwari
7. Dr. J.N. Upadhyay	8. Dr. Anil C. Ittyerah
9. Dr. (Ms.) Sujata Singh (Chairman)	

VI. Centre for Urban Studies

1. Prof. G.K. Misra
3. Prof. R.N. Thakur
5. Prof. K.S.R.N. Sarma
(Chairman)
2. Dr. M.K. Narain
4. Shri Rakesh Gupta

VII. Centre for Social Welfare Administration and Administration of Justice

1. Dr. R.K. Barik
3. Dr. M.K. Narain
5. Prof. R.N. Thakur
7. Prof. J.N. Upadhyay
2. Prof. S.N. Mishra
4. Prof. S.S. Singh
6. Prof. R.K. Tiwari
8. Dr. Jaytilak Guha Roy
(Chairman)

VIII. National Centre for Disaster Management

1. Dr. R.K. Barik
3. Prof. G.K. Misra
5. Dr. (Mrs.) Rajesh Singh
7. Shri Shekhar Singh
9. Prof. J.N. Upadhyay
(Chairman)
2. Prof. J.C. Kapur
4. Dr. (Mrs.) A. Sarada
6. Prof. S.S. Singh
8. Prof. V.K. Sharma

ANNEXURE VI

ACADEMIC CONTRIBUTIONS (OTHER THAN TRAINING AND RESEARCH) OF IIPA FACULTY/LIBRARY STAFF

CONTRIBUTIONS BY FACULTY

ARORA, DOLLY

Papers/Articles: "Governance 'as' Agenda: The Discursive Shift", *Indian Journal of Public Administration*, Vol.XLIV, No.3, July-September, 1998.

"In Times of Globalisation: Democracy, Development and the Dirty Economy", *Mainstream*, Vol.XXXVI, No.46, November 7, 1998.

"Public Health", in *National Agenda for Governance: Administrative Dimensions*, Theme Paper for Annual Conference of IIPA (New Delhi, IIPA, 1998).

"On the Tragedy of Public Domain: Corruption, Victimisation and the New Policy Regime", *The Great Concern*, Vol.23, No.1, 1998, Special No. on 'The Cancer of Corruption' (Reproduced from IJPA).

"Sudhar aur Antarvirodh", in *Vaikalpic Survey Group. Vaikalpic Aarthic Survey: 1991-97* (New Delhi: Azadi Bachao Aandolan, 1998).

"Udarikaran Ka Anudar Paksh", *Hastakshep*, April, 1998.

Chapter in Books: "Emerging Contradictions: 'Reforms' and Reality" in *Alternative Survey Group, Alternative Economic Survey: 1991-97*, Seven Years of Structural Adjustment (New Delhi: Lokayan, Rainbow and Azadi Bachao, 1998).

"Sangharsh se Sambhavana tak: Kuch aur Sawaal" in Rajni Kothari, *Naitikta, Samajikta aur Nyaya*. (New Delhi: IIPA, 1998).

Book Reviews: Mohit Bhattacharya, "New Horizons of Public Administration" (New Delhi: Jawahar Publishers, 1998) in *Journal of Higher Education*, Vol.21, No.4, Autumn 1998.

Seminars/Conferences: "Political Economy of Public Policy: Contextual Challenges and Conceptual Categories", presented at IIPA, May 1998.

Sixth Annual Conference of the Indian Political Economy Association, at M.D. University,, Rohtak, September 1998. Paper presented "Natural Resource Use, Traditional Technologies and Development: the Emerging Challenges".

Association with Committees: Authorised Signatory, Indian Political Economy Association.

BARIK, R.K.

Papers/Articles: "Do Dalits need separate Colleges?" *Higher Education*, Vol.21, No.3, 1998.

"Welfare Administration in India: A Critical Evaluation", *IJPA*, Jul-Sep., 1998.

Book Reviews: B.P. Singh, "India's Culture: The State, the Arts and Beyond", *IJPA*, Jan.-March, 1998.

Jerry W. Kochler and Joseph M. Pan Kowski, "Quality Government: Designing, Development and Implementation", *IJPA*, Oct.-Dec., 1998.

Sandhya Goswami, "Language Politics in Assam", *IJPA*, April-June, 1998.

CHAUBEY, P.K.

Papers/Articles: "Income-Utility Curve: Flaws in the UNDP Formulation", *Indian Journal of Economics*, Vol.78, No.311.

"Higher Education: Is It a Merit Service?", *University News*, Vol.36, No.24. (with Prof. K.N. Kabra).

"Union Budget 1998-99: Introduction of an anomaly in Personal Income Taxation", *Mainstream*, Vol.36, No.11, July 11.

"Whither Poverty Removal", *New Age Weekly*, August 16-22.

"Rural-Urban Disparity in Literacy: Inter-State Variation in India", *Indian Journal of Regional Science*, Vol.30, No.1. (With Dr. Geeta Chaubey).

"Urban Shelter: History, Political Economy and Economics", *Nagarlok*, Vol.30, No.2.

"Labour Supply Curve: Looking Backward", *Indian Journal of Labour Economics*, Vol.41, No.2.

"Towards an Ideal System of Federal Governance: An Attempt to Develop a Prototype Fraternal Model", *Indian Journal of Public Administration*, Vol.44, No.3.

"Whither Education?", *University News*, Vol.36, No.49, December 7.

"Factor Decomposition of Urbanization Growth", *Demography India*, Vol.27, No.2.

"Equity Sensitive Literacy Rates: Making up for Male-Female and Rural-Urban Disparities", *Journal of Education Planning and Administration*, Vol.12, No.4 (with Dr. Geeta Chaubey).

"Poverty", Alternative Economic Survey edited by Alternative Survey Group, Rainbow Publishers Limited, Lokayan and Azadi Bachao Andolan.

"Implications of Poverty Removal for Growth and Redistribution Through Diagrammatical Exposition", *Indian Economic Journal*, Vol.46 No.4 April-June.

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"Measurement of Urbanization: Inter-State Variations", B. Chatterjee and H.N. Sur (ed.), *Regional Dimensions of the Indian Economy*, Allied Publishers Limited.

Book Reviews: E.T. Mathew, "Employment and Unemployment in Kerala: Some Neglected Aspects", Sage Publications, New Delhi, in *Journal of Educational Planning and Administration*, Vol.13 No.1, January.

Biswajit Chaterji (ed.), "Economic Liberalisation in India", Allied Publishers Ltd., Calcutta, in *Indian Journal of Labour Economics*, Vol.42, No.1, Jan.-March.

R. Radhakrishna and Alakh N. Sharma (eds.) "Empowering Rural Labour in India", Institute for Human Development, New Delhi in *Indian Journal of Public Administration*, Vol. 45, No.1, Jan.-March.

Seminars/Conferences: Seminar on "Ninth Plan and Its Development Strategy", organised by Department of Planning, Government of U.P., Yojana Bhawan, Lucknow, June 27-28.

National Workshop on "Marketing of Forest Products in India", Organised by Forest Research Institute, Dehradun, October 30-31. Paper presented: Timber Market'.

Seminar on "Professor Amartya Sen's Economics Ideology and Developing Countries", organised by Department of Economics, R.B.S. College, Agra, November 22. Delivered Keynote address on Sén's Contribution to Development Economics.

National Seminar on "Financing Education", organised by the National Institute of Educational Planning and Administration, Delhi, February 10-12. Paper presented: 'Decentralisation of Governance and Financing of Elementary Education' and another co-authored with Prof. K.N. Kabra on 'Higher Education: Is it a Merit Service?'.

Thirty-Fifth Annual Conference of the Indian Econometric Society, organised at University of Rajasthan, Jaipur, March 11-13, 1999. Paper presented: 'A Contribution to Construction of Human Development Index'.

DHAMEJA, NAND

Books: *Issue Before the Eleventh Finance Commission*, (Joint) (IIPA Publication).

Papers/Articles: "Privatisation and Deregulation in India: An Overview", *Pranjana*, Vol.2, January, 1999.

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Book Reviews: Ishwar Dayal, "Reappraising Management Education: Perspectives for the Future", Mittal Publication, 1998-Vision: *The Journal of Business Perspective* (January-June 1998).

Pradeep Agrawal, Sudhi, V. Gokaran and others, "Economic Restructuring in East Asia and India", (Macmillan India Ltd., 1996) *Productivity*, January-March 1998.

Shiva Ramu, "Corporate Growth Through Mergers and Acquisitions", Sage Publications, 1998, *Indian Journal of Industrial Relations*, Vol.34, No.1, July 1998.

Seminars/Conferences: Conference on "Restructuring Command Economy to Market Economy: Relevance of Eastern European Experiences to Developing Countries", organised by The International Political Science Association's Research Committee 4—on Public Bureaucracies in Developing Societies in Collaboration with the Fredrick Ebert Foundation, New Delhi, Feb.23-24, 1999. Paper presented: 'Structural Adjustments Towards Market Economy: Experiences of Latin American Countries'.

GUHA ROY, JAITLEK

Books: *Policing in Twentyfirst Century*, Delhi, IIPA, 1999.

Subhas Bose: The Man and His Mission, Delhi, IIPA, 1999 (with Shri M.C. Gupta).

Papers/Articles: "Urban Crime Management and Policy Issues", *The Indian Journal of Criminology and Criminalistics*, Vol.XIX(2), May-August, 1998.

Chapters in Books: "Electoral Reforms", Anil Kumar Jana (ed.), *Indian Politics at the Crossroads*, Delhi, Commonwealth Publishers, 1998. "Urban Crime Management in the Twentyfirst Century: Challenges and Policy Issues", Jaytilak Guha Roy (ed.), *Policing in Twentyfirst Century*, Delhi, IIPA, 1999.

"Netaji's Contribution To India's Freedom Struggle and Nation Building", M.C. Gupta and Jaytilak Guha Roy (eds.), *Subhas Bose: The Man and His Mission*, Delhi, IIPA, 1999.

Case Studies: "Kultikri: An All-Women Panchayat", M.C. Gupta and Kamal Nayan Kabra (eds.), *Public Administration in India: Case Studies*, Delhi, Gyan Publishing House, 1999.

Book Reviews: "Sibranjan Chatterjee, Restructuring Centre-State Relations: The Sarkaria Commission and Beyond", Calcutta, Minerva Associates, 1997, *Indian Journal of Public Administration*, Vol.XLIII(4), October-December, 1997.

Ramesh K. Arora (ed.), "IPS Impressions", Jaipur, RBSA Publishers, 1997, *Indian Journal of Public Administration*, Vol.XLIV(1), January-March, 1998.

Seminars/Conferences: National Seminar on "PCR Act and SCs/STs (Prevention Atrocities) Act", organised by Liberal Association for Movement of People under the aegis of Ministry of Welfare, Government of India, Maithan, Bihar, June 25-27, 1998. Presented the Theme Paper.

Workshop on "Community Policing: A Rural Development Approach", organised jointly by IIPA, New Delhi and Deen Dayal Upadhyay State Institute of

Rural Development, Government of Uttar Pradesh, Regional Training Centre, SIRD, Chirgaon, Jhansi, July 7, 1998. Presented the Approach Paper.

National Seminar on "Netaji's Contribution to India's Freedom Struggle and Nation Building", organised by IIPA, New Delhi, August 9, 1998. Presented a Discussion Paper.

National Seminar on "Human Rights: 50 Years After Universal Declaration of Human Rights", organised by the Central for Federal Studies, Jamia Hamdard University, Delhi, December 8-9, 1998. Paper presented: "Human Rights Movement in Modern India".

Seminar on "A Vision of India in 21st Century", organised by Sibnath Banerjee Centenary Committee, at Howrah, West Bengal, February 17, 1999. Paper presented: "India's Role in Creation of a New Multipolar World: An Imperative for Twentyfirst Century".

Association with Committees: Member, Fellowship Award Committee, Bureau of Police Research and Development, Government of India, Ministry of Home Affairs.

Vice President, Meghnad Security and Management Education Society, Calcutta.

GUPTA, RAKESH

Papers/Articles: "Convalescing Emergency Health Care in Delhi", *Nagarlok*, Vol.30, No.4, Oct.-Dec.1998.

Book Reviews: Nand Dhameja and K.S. Sastry, "Privatisation: Theory and Practice", *Nagarlok*, Vol.30, No.3, July-September, 1998.

KABRA, KAMAL NAYAN

Books/Chapters in Books:

रमनी कोठारी-नैतिकता, सामाजिकता और विकास

आई.आई.पी.ए., नई दिल्ली

(पेप्पलेट) बस से बजट तक

लेख: बजट: नई थाली में बासी खाना जन हस्तक्षेप, नई दिल्ली

"The Urban Informal Sector: Supportive Action", *Employment Promotion in the Urban Informal Sector*, Edited by M.S. Ramanujan and others, New Delhi, New Age International (P) Ltd., New Delhi, 1999.

"Some Neglected Aspects of Economics of Tobacco" in the *Economics of Tobacco Control*, (Edited by Iraj, A. & Others), Cape Town University Press, South Africa, 1998.

Public Administration in India: Case Studies, Jointly Edited, Gyan Publishing, New Delhi, 1998.

"The Liberalisation Period: The Era of Scams" in *Ideologies and Institutions in Indian Politics*, ed. M.P. Singh and Rekha Saxena, New Delhi, Deep & Deep, 1998.

हमारे (कविकास का नतीजा: काला धन मुलकात
अनियमितकालीन प्रकाशन, स्वर्ण जयन्ती अंक 1998

(a) "Macro-Economic Scenario: 1991-1998", (b) "Financial Sector (co-author)",
(c) "Crony Capitalism and Era of Scams" in *Alternative Economic Survey 1991-1998: Seven Years of Structural Adjustment*, Alternative Survey Group, Lokayan & Rainbow Publishers, New Delhi & Azadi Bachao Andolan, Allahabad.

(सह लेखक) वैकल्पिक आर्थिक सर्वे 1991-1998.

वैकल्पिक सर्वे ग्रुप, आबादी बचाओं आन्दोलन, इलाहाबाद में

"1. बृहत परिदृश्य 2. वित्तीय क्षेत्र (सह लेखक) 3. पक्षपाती पूर्जीवाद तथा घोटाला युग" तीन लेख।

"Netaji Subhas Chandra Bose and Planning for National Reconstruction" in *Subhas Bose: The Man and His Mission*, (Eds., M.C. Gupta & Jaytilak Guha Roy), IIPA, New Delhi, 1999.

Papers/Articles:

कुरुक्षेत्र, अप्रिय 98 पंचायती राज का अगला पड़ाव सुराग बरास्ता स्वयम राष्ट्रीय सहारा, हस्तक्षेप (साप्ताहिक) मानवीय बनाम अमानविय चेहरा: उदारीकरण के सात साल

"Exim Policy: Issues & Stake", *Mainstream*, 16 May, 1998.

"Economic Survey 1997-98: SAP'S Self-Critique", *Mainstream*, 6 June, 1998.

"Higher Education: Is it a Merit Service?", *University News* (co-author), 5 June, 1998.

"False Nationalism Exposed", *Young Indian*, 20 June, 1998.

"Employment Under Liberalisation", *New Age-16*.

"Food Security: Not by Buffer Stocks Alone", *Agenda:2000, Observer of Business & Politics*, 15 August, 1998.

"ग्रामीण विकास तथा गरीबी निवारण: सार्थक सोच के आयाम", कुरुक्षेत्र, अक्टूबर 1998

"आज की नैतिक गिरावट के दो मुताधार", अनुव्रत, नवम्बर 1998

"The Urban Informal Sectors Supportive Action", *Manpower Journal*, April-June, 1998.

"Disingerous Disinvestment Drive", *Young Indian*, 15 Jan. 1999.

महंगाई: भाजपा-व्यापारी सांठगांठ के कुपल: सामयिक वार्ता, दिसम्बर '98.

"Netaji Subhas Bose and Planning for National Reconstruction", *Mainstream*, Republic Day Number, January 30, 1999.

"वर्तमान आर्थिक चुतौतियां और केन्द्रीय बजट",
राष्ट्रीय सहारा, हस्तक्षेप 6 मार्च 1999.

"Union Budget; Blinkered Diagnosis and Misdirected Response", *Mainstream*, 6 March 1999.

केन्द्रीय बजट: "स्वदेशी के मुखौटे में छिपा उदारिकरण का शैतान",
नई आजादी अद्घेष, मार्च, 1999.

Book Reviews: Yamagihara & Others, "East Asian Development Experience: Economic Systems Approach & 9th Applicability", Tokyo, Institute of Developing Economies, 1997, IJPA, April-June, 1998.

Girish Mishra & B.K. Pandey, "Murky Deeds of the Rich & Influential, White Collar Crimes", *Mainstream*, March 27, 1999.

Seminars/Conferences: 5th Conference of the Indian Political Economy Association, M.D. University, Rohtak, 29 August, 1998. Paper presented: 'Regional Equity: How Do We Understand It?'

IIPA's Member's Annual Conference, edited and co-ordinated the Theme Paper, National Agenda for Governance.

World Bank sponsored seminar at Forest Research Institute, Dehradun, Oct. 30-31, 1998. Paper presented on "Some Aspects of the Economics of Timber Markets in India" (Co-author).

National seminar on "Financing Education", organised by the National Institute of Educational Planning & Administration, New Delhi, Feb. 10-12, 1999. Paper presented on "Higher Education: Is It A Merit Service?" (Co-author).

National Seminar on "Currency Turmoil in the East and South East Asia and Its Fallout", organised by School of Management Studies, MN Regional Engineering College, Allahabad. Keynote address.

National seminar on "Netaji's Contribution to India's Freedom Struggle and Nation Building", organised by IIPA, New Delhi, August 9, 1999. Paper presented "Netaji Subhash Bose and Planning for National Reconstructions".

Partners for Development Summit at Lyon, France, 9-12 Nov., 1998. Paper presented on "Price Volatility and Commodity Futures in India: Price at

UNCTAD's". **Other Items:** Gave Evidence to the Parliamentary Standing Committee on Finance on FEMA and Prevention of Money Laundering Bill October 13, 1998.

Over a dozen appearances on various channels of DD and other channels on national affairs. Many Radio talks and discussions. Published articles on various issues in *Hindu*, *Hindustan Times*, *Tribune*, *Navbharat Times*, *Jansata*, *Karobar*, *Rashtriya Sahara*.

Press Interviews in various Newspapers and Magazines.

Included in India: *Whos Who (1997-98)*, published by INFA.

Association with Committees: Chairperson, Expert Committee on Economics of Tobacco Use, Ministry of Health, Government of India.

Chairman, Institute for Small Enterprise Development, Cochin.

Member, ICSSR Review Committee for A.N. Sinha Institute of Social Studies, Patna.

Member, Advisory Committee on National Disasters Department of Relief, Government of West Bengal.

MEHTA, AASHA KAPUR

Monograph: "Sustainable Interventions for Poverty Alleviation: A Best Practice Case of Gum Karaya in Andhra Pradesh, India", UNIFEM, 1998.

Papers/Articles: "Administrative Responsiveness and Competitiveness: Gum Karaya Case", *Indian Journal of Public Administration*, Vol.XLIV, No.4, April-June, 1998.

Seminars/Conferences: UNDP, World Bank and Royal Netherlands Embassy Workshop on 'Poverty and Human Development: From Analysis to Action', 6-7 April, 1998, India Habitat Centre. Chaired the subgroup on Gender and Poverty.

Workshop on "Setting Priorities for Biodiversity Conservation in India", April 28-30, 1998. World Wide Fund for Nature—India. Presentation on Gender and Environment.

Participatory Workshop for Senior Government Officers for evaluating DFID's Performance, India International Centre, July 1998. Presentation on the Composition of DFID's Aid Portfolio to India.

Five-Day Workshop on "Evaluation of DFID's Support to Poverty Reduction: India", Country Study, University of Birmingham, UK, October 26-30, 1998. Paper presented on 'Trends in Poverty in India'.

Discussion Seminar on "Issues pertaining to Poverty in the Indian Context" with participants of the training programme on "Governance, Partnerships and Poverty" at the School of Public Policy, University of Birmingham, March 3, 1999.

Seminar on "Poverty in a World Without Welfare", organised by International Development Department of the School of Public Policy, University of Birmingham, March 5, 1999. Presentation on "Poverty Reduction—The State as an Enabler".

Civil Service College, Sunningdale, UK, on March 10, 1999 made a presentation on the Human and Gender Development Indices and the Gender Empowerment Measure—alternatives relevant in the context of the Third World.

Association with Committees: Works Committee, Furniture Committee, Academic Committee, Editorial Board.

MISHRA, S.N.

Books: *Theory and Practice of Public Administration*, Jnanada Prakashan, New Delhi, 1999.

Papers/Articles: "Nai Panchayati Raj Vaivastha Ke Panch Varsh: Ek Samiksha", *Kurukshetra* (Hindi), March, 1998.

"Good Governance, People's Participation and NGOs", *The Indian Journal of Public Administration*, July-September, 1998.

"A Balance Sheet of Five Years of New Panchayati Raj System", *M n M Magazine*, January, 1999.

"The Classical Theory", *M n M Magazine*, February, 1999. "Human Relations theory", *M n M Magazine*, March, 1999.

"Sanvidhan Ka Tihatara Sansodhan Aur Sthaniya Vithiye Aadhar", *Kurukshetra* (Hindi), April, 1999.

"Women and Political Process in India", Anil Dutta Mishra (ed.), *Gender Perspective: Participation, Empowerment and Development*, Radha Publications, New Delhi, 1999.

Chapter in Books: "Good Governance, People's Participation and NGOs", T.N. Chaturvedi (ed.), *Towards Good Governance*, Indian Institute of Public Administration, New Delhi, 1999.

Seminars/Conferences: Seminar on "Whither Panchayati Raj", organised by the Institute of Social Sciences, Indian International Centre, 17th April, 1999. Paper presented: Panchayati Raj has come to stay.

Association with Committees: Member, Board of Studies, Jamia Millia Islamia, New Delhi.

Member, Selection Committee, Jamia Millia Islamia, New Delhi.

Member, Board of Moderation, Magadh University, Bodh-Gaya.

Member, Board of Moderators, CSIR, New Delhi.

Member, Advisory Board, Haryana Institute of Rural Development, Nilokheri, Karnal.

Member, Editorial Board, *Democracies*, Jagjivan Ram Institute, 10, Mangles Road, Patna.

Member, Board of the School of Continuing Education, IGNOU, New Delhi.

Chairman, Editorial Board, *The Hindustan Review*, Buddhist Centre for Action Research and Development Studies, Patna.

Member, Research Board and Board of Studies, Kurukshetra University, Kurukshetra, Haryana.

MISRA, GIRISH K.

Papers/Articles: "Resource Mobilisation", *Shelter*, Vol.1, Nos.1&2, January-April, 1998.

"Democratic Decentralisation and Public Participation in Urban Development Administration", *Nagarlok*, July-September, 1998.

Seminars/Conferences: Seminar on 50 Years of Urban Administration, organised by Regional Centre for Urban and Environmental Studies, Lucknow, May 15-16, 1998. Paper presented: "Democratic Decentralisation and Public Participation in Urban Development Administration".

MUKHOPADHYAY, LIPI

Chapter in Books: "Gender Issues in Bureaucracy and Police System in India", T.P. Sankarankutty Nair (ed.), *Society and Politics Issues and Perspectives*, Indian Institute of Police Studies, 1999.

Case Studies: "The Role of Tribal Women in Panchayati Raj: A Case Study of Mayurbhanj District", March 31, 1999.

"Women at Work: Stress, Strain and Discrimination over Centuries".

Seminars/Conferences: Seminar on "Democracy, People's Development and Culture", organised by Indian Social Science Congress, Gandhigram Rural Institute, Chennai, March 13-18, 1998. Paper presented: "Psychological Stress of Women at Work and Coping Mechanism".

Book Reviews: "The Sage of Participatory Forest Management in India" by N.C. Saxena, CIFOR in Social Welfare in June 1998.

SACHDEVA, R.K.

Books: Indian Standard "Use of Network Analysis for Project Management" (IS14580), Bureau of Indian Standards, New Delhi, 1998. (Authored by the Panel chaired by me).

Association with Committees: Member, Management and Productivity Sectional Committee, Bureau of Indian Standards, New Delhi.

Member, Documentation and Information Sectional Committee, Bureau of Indian Standards, New Delhi.

SARADA, A.

Book Reviews: Nand Dhameja and K.S. Sastry, "Privatisation Theory and Practice", IJPA, Vol.XLIV, No.1, Jan-March 1998.

SARMA, K.S.R.N.

Seminars/Conferences: Seminar on "Exchequer Control and Expenditure Management in Government", organised by Institute of Public Auditors of India, Organised at India International Centre, New Delhi, on February 22, 1999. Paper presented: Expenditure Management in Government (Jointly with Shri Vijay Kumar).

SHARMA, ARVIND K.

Books: *Issues Before the 11th Finance Commission*, New Delhi, Indian Institute of Public Administration, 1999, (Co-editor).

Papers/Articles: "Citizen-Administration Interface: Redefining the Power Equations", R.B. Jain and Renu Khator (Eds.), *Bureaucracy-Citizen Interface: Conflict and Consensus*, Delhi, B.R. Publishing Corporation, 1999, pp.215-222.

Book Reviews: S.R. Maheshwari, "Administrative Thinkers", (Delhi, Macmillan India Ltd., 1998) *Politics India* (A Political Monthly Published from New Delhi), July, 1998.

Association with Committees: Member, Board of Studies in Public Administration, Himachal Pradesh University, Shimla.

Member, Board of Advisers, Dynamics of Public Administration, A Bi-annual Journal of the Department of Public Administration, University of Lucknow, Lucknow.

Member Research Degree Committee (Public Administration), Berhampur University, Berhampur, (Orissa).

Member, Subject Committee on Public Administration, (Under-graduate), Kota Open University, Kota (Rajasthan).

Member, Board of Under-graduate studies in Public Administration, Punjabi University, Patiala.

SHARMA, BHARATI

Papers and Articles: "Organizational Socialization: Beyond Fitting Employees into the Existing Culture", *Indian Journal of Industrial Relations*, July, 1998.

"Perspective on HRD Measures for Effective Governance", *The Indian Journal of Public Administration*, July-September, 1998.

Book Review: "A Psychological Strategy for Alternative Human Development: India's Performance Since Independence" by Prayag Mehta, Sage Publications, New Delhi 1998 in *Indian Journal of Industrial Relations*, January, 1999.

Seminars/Conferences: National Seminar on "In Search of New Vistas - Women's Vocational Training Programme", organised by Directorate General of Employment and Training, Ministry of Labour, New Delhi, July 30 and 31, 1998. Paper presented: "Empowering Women through Vocational Training: Towards Equality and Justice to Women".

International Conference on "Educational Culture in the 21st Century", organised by All India Association for Educational Technology, Guwahati, January 29-31, 1999. Paper presented: "Education in the New Millennium - Some Trends". Chaired one Business Session.

Workshop on "The Techniques of Meditation and Conciliation", conducted by LEADR (an Australian Organisation), supported by Australia-India Council, February 3-6, 1999, FICCI, New Delhi. Paper presented: "Meditation Techniques".

Association with Committees: Member, Governing Board, Department of MBA, Jamia Hamdard Deemed University, Delhi.

Member, Academic Council, Faculty of Management Studies, Banaras Hindu University, Varanasi.

Member Syllabus Committee, MBA Department, Roorkee University, Roorkee.

SHARMA, VINOD KUMAR

Papers/Articles: "Natural Disaster Management in India (1999)", *Policy Forum on Future of Mitigation*, South Asian Disasters.

"Natural Disaster Management: An Overview (1999)", *Indian Journal of Adult Education*, Vol.59, No.3, 1998.

Case Studies: "Pest Infestation in Andhra Pradesh", March, 1999.

Seminars/Conferences: Seminar on "Policy Forum on Future of Mitigation, South Asian Disasters", organised by DMI Ahmedabad and Duryognivaram, February 5-6, 1999.

Paper Presented: "Natural Disaster Management in India".

Seminar on "Disaster Management", organised by Ministry of Defence (Army Training Command, Shimla), April 5-6, 1999. Keynote Speaker.

Association with Committees: Member, Committee of NDM revamping, Ministry of Agriculture & IDNDR Preparatory Committee.

Member, CRF Committee of Ministry of Agriculture.

Member, Advisory Committee, DMI Bhopal.

SINGH, JAIDEEP

Papers/Articles: "Vision of India in the Twentyfirst Century", *Policing in*

Twentyfirst Century, Jaytilak Guha Roy (ed.), Indian Institute of Public Administration, New Delhi, March, 1999.

SINGH, RAJESH

Papers/Articles: "HR Experiences and Innovations in Government", *People-Technology Interface: Issues, Experiences and Challenges for HRD*, Soral G., Narendran V., Sharma, K.R., Saxena, Karunesh and Delhve, Siraj, (eds.), Himanshu Publications, Udaipur-New Delhi, 1998.

"Attitude Change Through Training: A Follow-up Study", *Vision*, Vol.2(1), Jan-June, 1998.

"Trainer to Master Trainer: A Training Initiative of Government", *Indian Journal of Training and Development*, Vol.28(2), April-June, 1998.

"Quality of Work Life: Relationship to Effectiveness Indicators", *Business Analyst*, Vol.19(2), July-Dec, 1998.

"Middle Management Motivation in Public Sector Undertakings", *Business Analyst*, Vol.20(1), Jan-June, 1999.

"Performance Impediments in State Government: Some Suggestions for Management", *Indian Journal of Industrial Relations*, Vol.34 (3), January 1999.

Seminars-Conferences: National Convention of People Technology Interphase: Issues, experiences and challenges for HRD, organised by ISTD, at Udaipur on November 5-7, 1998, Paper presented: Human Resource Development in Government.

Association with Committees: Member of Editorial Board Committee for Indian Journal of Training and Development, Published by Indian Society of Training and Development, New Delhi.

SINGH, S.S.

Chapter in Book: "Police Indiscipline: Analysis of Judicial Response", *Policing in Twentyfirst Century*, J. Guha Roy (ed.), IIPA, New Delhi, 1999.

Papers/Articles: "Distilling Contribution of Administrative Law in Promoting the Culture of Good Governance", *IJPA*, Oct-Dec, 1998. "Public Accountability—Misfeasance in Public Office", *Vidhi Bharati*, July-December, 1998.

"National Agenda for Governance: Administrative Dimensions—Contributed on "Commission to Review the Constitution", "National Judicial Commission" and "Lokpal", IIPA Members' Conference, 24th October, 1998.

Discussion Seminar on "Public Interest Litigation", with participants of "International Civil Service MBA", at the School of Public Policy, University of Birmingham, U.K., 3rd March, 1999.

Book Reviews: "Introduction to International Humanitarian Law", M.K. Balachandran and Rose Varghese (eds.), Indian Centre for Humanitarian Law Research, New Delhi, 1997, in *Bulletin on IHL and Refugee Law* Vol.3, No.2, 1998.

Seminars-Conferences: Workshop on "Good Governance", organised by the School of Management Studies, Motilal Nehru Regional Engineering College,

Allahabad, August 27-28, 1998. Paper presented and chaired session: Operasanalising Good Governance.

Seminar on "Public Interest Litigation—Indian Scenario" at Civil Service College, Sunningdale, U.K. on 10th March, 1999.

Discussion with Faculty Members of the Centre for Socio-Legal Studies, Sheffield University, U.K. on "Ombudsman" on 5th March 1999.

Discussion with the officials of the Serious Fraud Office, London, on March 9, 1999.

Association with Committees: Member, Governing Body, Delhi College of Arts and Commerce, University of Delhi.

Member, Governing Body, Indira Gandhi Institute of Physical Education and Sports Sciences, University of Delhi.

Member, State Consumer Council, NCT, Delhi.

SINGH, SHEKHAR

Chapters in Books: "Sovereignty, Equity and the Global Environment", George A. James (ed.), *Ethical Perspectives on Environmental Issues in India*, APH Publishing Corporation, New Delhi, 1999. "Environmental Issues in the Energy Sector", Energy for Growth and Sustainability, Indian National Academy of Engineering and Allied Publishers, New Delhi, 1998. "Biodiversity Conservation through Ecodevelopment Planning and Implementation Lessons from India", Reservas Da Biosfera E. Reservas Extra tivistas: Conservacao Da Biodiversidade E. Ecodesenvolvimento edited by Luis E. Aragon and Miguel Clusner-Godt, UNMAZ, Association of Amazonian Universities, Belem, Brazil, 1998.

Seminars/Conferences: Seminar on "Eco-documentation", organised by Wildlife Institute of India, Dehradun, 24-26 November, 1998. Paper presented: Ecodevelopment in India: Some Concepts and Issues.

Workshop on "International Workshop on Energy for Growth and Sustainability" organised by Indian National Academy of Engineering, 24-26 June, 1998. Paper presented: Environment Issues in the Energy Sector.

Association with Committees: Member, Narmada Control Authority Sub-group on Environment.

Member, Review committee, Indira Sagar (Narmada) Project, Madhya Pradesh.

Member, World Commission on Protected Areas, World Conservation Union, Switzerland. Member, Species Survival Commission, IUCN, Switzerland.

Member, Core Group on Global Warming/Climate Change, Planning Commission.

Member, Advisory Council, India International Centre, Delhi.

THAKUR, R.N.

Books: *Plight of the Minorities: Problems and Grievances in Their Education*, Gyan Publishing House, New Delhi, 1999.

Papers/Articles: "India - A Union of Small States", *Souvenir*, IIPA Delhi Regional Branch, August, 1998.

"Hindu Ethics and the Spirit of Politics", *Journal of India House of Worship, Sanskar*, Vol.17, No.2, Maryland, U.S.A.

Seminars/Conferences: Special lecture on "Stress Management" for Middle Level Officers of I.B. (M.H.A.); I.B. Central Training School, Sardar Patel Marg, New Delhi, June 1, 1998.

Special Lecture on "Stress Management Through Meditation", Lok Sabha Secretariat (Annexe), New Delhi, September 9, 1998.

Special lecture on "Stress Management", I.A.M.R., New Delhi, October 9, 1998.

On Special invitation attended the British Council special lecture delivered by Anthony Giddens, Director, London School of Economics, on "Third Force", and participated in discussion on "Third Force as Alternative in the present Global context", British Council, Kasturba Gandhi Marg, New Delhi, March 26, 1999.

Discussion on "ILO's Child Labour Elimination Programme" with SOS Greenfields Village Faridabad, SOS Project Faridabad, Shivam Foundation School, Badarpur on December 3, 1998; and Sevadham, Nandnagri on December 4, 1998; and NCLP Project and Special Schools at Ferozabad, on January 7 and 8, 1999.

Association with Committees: Member, Board of Studies in Sociology, Jamia Millia Islamia, New Delhi.

Member, Board of Research Studies of Faculty of Islamic Studies and Social Sciences, Jamia Hamdard, New Delhi.

Member, Research Degree Committee in Sociology, Guru Nanak Dev University, Amritsar.

Member, Editorial Advisory Committee of *Guru Nanak Journal of Sociology*.

TIWARI, R.K.

Chapter in Books: "Human Rights: A Study of Bonded Labour System (Abolition) Act, 1976", Contributed in the Volume on *Public Policy and Administration*, by Prof. Noorjahan Bava (Editor), Department of Political Science, University of Delhi.

"Changing Nature of Public Policy and the Discipline of Public Administration in the Age of Globalisation", Contributed in the volume on *The Changing Nature of Public Policy in the Age of Globalisation in India*, Dr. Nalini Pranjpe (Editor), Department of Politics and Public Administration, University of Pune.

Papers/Articles: "New Concerns in Public Administration", Indian Institute of Public Administration, Delhi Regional Branch, *Souvenir*, August, 1998.

"Lok Prashasan May Nai Chintayay", *Vikas Paricharcha*, Special Number, July-December, 1998.

"Eradication of Rural Un-employment" for the IIPA theme paper on *National Agenda for Governance: Administrative Dimensions*, October, 1998.

Seminars/Conferences: Third Regional workshop on "Implementation of Protection of Civil Rights Act, 1955 and the Scheduled Castes and Scheduled Tribes (Prevention of Atrocities Act, 1989)", IIPA in Collaboration with IIPA Regional Branch (Bhopal) and Indian Institute of Forest Management, July 9-10, 1998, Bhopal, Chaired Session: Socio-Economic Background.

Seminar on "Changing Nature of Public Policy in the Age of Globalisation in India", organised by the Department of Politics and Public Administration, University of Pune, December 22-23, 1998. Paper presented: Changing Nature of Public Policy and the discipline of Public Administration in the Age of Globalisation.

Workshop on "Technical Assistance for Economic Reform" organised by Department of Economic Affairs/Ministry of Finance, Government of India, New Delhi, February 15, 1999.

Association with Committees: Chief Examiner in Public Administration, Council of Scientific and Industrial Research: Administrative Grade, Competitive Examination, May, 1998.

Member of Selection Committee on Rural Development, IGNOU, New Delhi, August, 1998.

Member, Board of Studies in Political Science, Kumaun University, Nainital.

Member, Board of Studies in Public Administration, Rohtak University.

Member, Editorial Board, Vikas Paricharsha, Lucknow.

UPADHYAY, J.N.

Papers/Articles: "Role of Education and Training in Disaster Management", *Indian Journal of Adult Education*, Vol.59, No.3, July-September, 1998.

Seminars/Conferences: National workshop on "Role of Education and Training in Disaster Management", organised by The Adult Education Society of India, New Delhi, August 11-12, 1998. Paper presented: Role of Education and Training in Disaster Management.

Conference on "Relief Commissioners", organised by The Ministry of Agriculture, New Delhi, June 25, 1998.

Workshop on "Role of Media in Disaster Management", organised by The Ministry of Agriculture, New Delhi, June 26, 1998. Paper presented: Role of Media in Disaster Management.

Association with Committees: Collaborating and Designing the Programme on Disaster Management with the Delhi Police Training College.

Member, Task Force Committee of the UNDP Project "Strengthening Disaster Management Capacity".

CONTRIBUTIONS BY LIBRARY STAFF

Shri B.K. Suri, Librarian

1. Delivered a series of lectures to the students of the Department of Library and Information Science, Kurukshetra University in May, 1998.
2. Honoured with Best Librarian award by The Delhi State Booksellers and Publishers Association in its Annual General Meeting, 1998. The award was presented by the President, Indian Library Association.

Shri S. Majumdar, Deputy Librarian

1. Delivered Lecture at Academic Staff College, Aligarh Muslim University, Aligarh in January 1999 on Machine Readable Bibliographic Exchange Format and UNIMARC and Retrospective Conversion of Bibliographical Records.
2. Associate Co-Director for the Training Programme on Library Applications of Information Technology (February 3-13, 1999) organised by Indian Library Association and Delhi University Library System.
3. Delivered lecture and provided hands on experience on various Library softwares to the participants of the Training Programme on Library Applications of Information Technology on 6-7 February, 1999. The topic of the lecture was UNIMARC Based Bibliographic Record.
4. Member of the Committee to finalise the Worksheets based on UNIMARC Format for creating bibliographical records for the books and periodicals for Libraries attached to the Department of Culture, Ministry of Human Resources and Development, Government of India.
5. Associate Editor for the Pre-Conference Volume of the All India Conference on Libraries and Information Services in the Electronic Information Era, held at Hyderabad during 25-28 February, 1999.
6. Faculty Councillor to deliver lectures to the paper on Library Systems Programmes and Resources to the students of Masters of Library and Information Science belonging to Indira Gandhi National Open University, New Delhi at Central Reference Library, University of Delhi.

Mrs. Sunita Gulati, Assistant Librarian

1. "Dalit: a select bibliography". *Seminar*. November, 1998.
2. "Good Governance: A Select Bibliography", *Indian Journal of Public Administration*, XLIV (3), July-Sept., 1998 (Co-author).

Shri Hukum Chand Yadav, Documentation Officer

1. "Good Governance: A Select Bibliography", *Indian Journal of Public Administration*, XLIV (3), July-Sept., 1998 (Co-author).

ANNEXURE VII

A. RESEARCH PROJECT IN PROGRESS AS ON 31.3.99

<i>Sl. No.</i>	<i>Project</i>	<i>Faculty Incharge</i>	<i>Year of Initiation</i>	<i>Proposed Date of Completion</i>	<i>Present Status/ Likely Date of Completion</i>	<i>Funding Agency</i>	<i>Grant (Rs.)</i>
Internally Funded Research Projects							
1	Content Analysis of the Parliamentarian's Golden Jubilee Debate on National Issues	K.N. Kabra Aasha Kapur Mehta Dolly Arora	Nov'97	Jun'98	May'99	IIPA	70,000
2	Impact of Privatisation	Nand Dhameja	Feb'98	Aug'98	Mar'2000	IIPA	40,000
3	Panchayati Raj, Decentralised Planning and Rural Development (A Study of Two Districts of Haryana)	S.N. Mishra	Mar'98	Jul'99	Sep'99	IIPA	1,00,000
4	Public Management: Issues at the Cutting Edge	Arvind K. Sharma	Jan'97	Dec'98	Jul'99	Un-funded	Nil
5	Aspect of Administrative Theory	Arvind K. Sharma	Jun'97	May'99	Dec'99	Un-funded	Nil
6	Management Control Systems in Transport Authorities in the State of Delhi, Rajasthan, Himachal Pradesh and Haryana	Rajesh Singh	Jan'98	Aug'2000	Aug'2000	IIPA	68,000
7	Elites: Paradigm and Change in Transnational Perspective	R.N. Thakur	Oct'86	On going series (two volumes already completed)		Un-funded	Nil
8	Structural Change in the Indian Economy through Inter-temporal Comparison of Input-Output Transactionally	P.K. Chaubey	Sep'98	Sep'2000	Sep'2000	Un-funded	Nil
9	Citizen Administration Interface	R.K. Barik	Feb'98	Aug'98	Aug'99	IIPA	54,000
10	Capacity Building of NGO in Delhi	M.K. Narain	Feb'97	Jul'98	Draft Completed	IIPA	20,000
11	Human Rights, Judicial Activism and State Intervention in Abolition of Bonded Labour System	R.K. Tiwari	Dec'97	Aug'98	Dec'99	IIPA	40,000
12	Sustainable Natural Resource Management: A Case Study of TVAMS Kesla, MP	Anil C. Ittyerah	Apr'98	Dec'99	Dec'99	IIPA	20,000
13	National Social Audit of the Save Grain Campaign - Post Harvest Initiatives - A Pilot Study of Northern Region	Anil C. Ittyerah	Apr'98	Mar'99	Dec'99	IIPA	50,000

Sl. No.	Project	Faculty Incharge	Year of Initiation	Proposed Date of Completion	Present Status/ Likely Date of Completion	Funding Agency	Grant (Rs.)
Externally Funded Research Projects							
1	System of Performance Appraisal of IPS Officers and Its role in Career Planning	Jaytilak Guha Roy	Feb'98	Sep'98	Pending	BPR&D	99,625
2	Self-help and Community Participation for Improving Housing in Areas Prone to Natural Disasters	Girish K. Mishra and J.N. Upadhyay	Sep'98	Aug'99	Aug'99	M/o Agriculture (NCDM)	50,000
3	Three Case Studies on Leader As Counselor, The Art of Delegation and Forest-Community Interface	Lipi Mukhopadhyay	Dec'98	May'99	May'99	UP Forestry Project, World Bank	30,000
4	Compilation of Development Programmes for SC in Bihar, UP and Delhi	M.K. Narain	Jan'98	Aug'98	Jul'99	M/o Social Justice & Empowerment	1,45,000
5	Rural Development Programmes and Role of District Rural Development Agency-Perceptual and Attitudinal Study of Beneficiaries towards DWCRRA	Bharati Sharma	Nov'98	Nov'99	Nov'99	Panchayat and Rural Development, Assam	1,17,000
6	Flood and Drought in Rajasthan	V.K. Sharma	Mar'99	Dec'99	Dec'99	NCDM	1,00,000
7	Pest Infestation	V.K. Sharma	Jun'98	Jun'99	Jun'99	M/o Agriculture	2,50,000
8	Efficacy of Organization Structure, Roles and Role-relationship of Disaster Managing Organization: A Study of Central Government Machinery	Rajesh Singh	Feb'98	Jan'99	Jul'99	NCDM	1,20,000
9	A Case Study on the Role of Panchayati Raj Institutions in Disaster Management and Preparedness	J.N. Upadhyay	Mar'99	Jul'99	Mar'2000	M/o Agriculture (NCDM)	2,00,000
10	ILO-Programme on Elimination of Child Labour (Action Programme No.09092325)	R.N. Thakur P.K. Chaubey M.K. Narain	Oct'98	Jul'99	Sep'99	ILO-IPEC	5,07,300
11	Evaluation of Pre-Examination Coaching Centres for OBCs and the Minorities	R.K. Barik	Aug'97	Aug'99	Aug'99	M/o Social Welfare	1,21,000
12	Concurrent Evaluation of Million Wells Scheme	Sujata Singh	Oct'98	Oct'99	Oct'99	M/o Rural Areas & Employment	2,50,000
13	Concurrent Evaluation of Indira Awas Yojana	Sujata Singh	Oct'98	Oct'99	Oct'99	M/o Rural Areas & Employment	2,50,000
14	Community Forestry and Rural Development	Lipi Mukhopadhyay	Mar'98	Jul'98	—	M/o Rural Areas & Employment	1,45,000

CONSULTANCY ASSIGNMENTS (IN PROGRESS) AS ON 31.3.99

<i>Sl. No.</i>	<i>Project</i>	<i>Faculty Incharge</i>	<i>Year of Initiation</i>	<i>Proposed Date of Completion</i>	<i>Present Status/ Likely Date of Completion</i>	<i>Funding Agency</i>	<i>Grant (Rs.)</i>
1	Market Monitoring of Tree Products	K.N. Kabra P.K. Chaubey Ms. Charru	Dec'97	Dec'98	Interrupted	Winrock International Through FIR Dehradun	4,00,000
2	Evaluation of Central Governments Health Scheme	M.C. Gupta Girish K. Misra Nand Dhameja Bharti Sharma Rakesh Gupta	Mar'99	Aug'99	Aug'99	M/o Health and Family Welfare	14,00,000
3	Development and Implementation of Computer Software for Selection of Principals and PGTs for Kendriya Vidyalaya Sangathan	J.C. Kapur	Apr'98	Sept'99	On going	KVS	6,00,000
4	"Facilities Management" at Inland Container Depot (ICD) of Central Warehousing Corporation at Patparganj, New Delhi	J.C. Kapur	Oct'98	Dec'99	On going	Central Warehousing Corporation	8,00,000
5	Evaluation of DFID Support to Poverty Reduction	Aasha Kapur Mehta	Mar'98	Dec'98	Apr'99	Univ. Of Birmingham & DFID	1,80,000
6	Urban Risk Reduction (Phase-II)	V.K. Sharma	Mar'98	Aug'99	Oct'99	DFID / British Govt.	4,50,000
7	Survey of Protected Areas in India	Shekhar Singh	Jun'98	May'2001	May'2001	M/o Environment &Forests	75,00,000
8	Restructuring Punjab Government Secretariat	M.C. Gupta J.N. Upadhyay	Mar'99	Aug'2000	—	Govt. of Punjab	12,00,000

COMPLETED RESEARCH PROJECTS AND CONSULTANCY ASSIGNMENTS

<i>Sl. No.</i>	<i>Project</i>	<i>Faculty Incharge</i>	<i>Year of Initiation</i>	<i>Date of Completion</i>	<i>Funding Agency</i>	<i>Grant (Rs.)</i>
Research Projects						
1	Study on Twelfth Lok Sabha Elections: Policy, Process & Post Script	Coordinated by Dolly Arora	Feb'98	Oct'98	IIPA	54,000
2	Human Habitations: Emerging Issues in Developing Countries	Girish K. Misra	—	May'98	—	un-funded
3	Citizenship-Government Interface on Urban Environment	V.K. Sharma	Mar'98	Mar'99	IIPA	40,000
4	Biodiversity Conservation Prioritisation Project	Shekhar Singh	Dec'96	Mar'99	WWF-India	4,00,000
5	Natural Resource Accounting	Shekhar Singh	Apr'97	Mar'99	Min. Of Env. & Forests, GOI	10,00,000
6	Poverty Alleviation Prog. And their Implementational Bottlenecks: A Study of MP	R.K. Tiwari	Jan'95	Sep'98	M/o Rural Development, GOI	1,06,000
7	Concurrent Evaluation of Indira Awas Yojana & Million Wells Scheme - A Pilot Study	Sujata Singh	Jul'98	Aug'98	M/o Rural Areas & Employment	12,000
Consultancy Assignments						
1	Determination of Rational Pay Structure for Subordinate Judiciary in India	M.C. Gupta O.P. Minocha S.S. Singh	Aug'97	Aug'98	Fifth National Judiciary Pay Commission for the Subordinate Judiciary	12,60,000
2	Development and Implementation of Computer Software for Inter-regional and Intra-regional transfer of Teachers of KVS	J.C. Kapur	Jul'97	Apr'98	KVS	87,115
3	Design and Application of computerised Skill Test for Recruitment - Employees Provident Fund Organisation	J.C. Kapur	Sep'98	Dec'98	EPFO	1,50,000
4	To develop a Computerised Skill Test to include Revised Criteria for Speed and Accuracy for Skilled Employees of the Employees Provident Fund Organisation	J.C. Kapur	Dec'98	Mar'98	EPFO	2,00,000
5	Software Development and "Facilities Management" for Inland Container Depot (ICD) of Central Warehousing Corporation at Patparganj, New Delhi	J.C. Kapur	Oct'97	Mar'99	Central Warehousing Corporation	12,00,000
6	Trade Related Entrepreneurship Assistance & Development	Aasha Kapur Mehta	Dec'96	Apr'98	UNDP	3,19,022

ANNEXURE VIII

E. VISITS ABROAD BY FACULTY MEMBERS TO ATTEND WORKSHOPS/CONFERENCES/SEMINARS

Shri M.C. Gupta
Director

(i) Visited Mauritius and Namibia in connection with finalisation of the Memorandum of Undertaking (MoU) for twinning arrangement with the Mauritius Institute of Public Administration and Management (MIPAM) and the Centre for Public Service Training (CPST), University of Namibia in July, 1998.

(ii) Visited Ecole Nationale d'Administration, Paris in connection with the attachment of the 24th APPPA participants in November, 1998.

Prof. Vinod K. Sharma
Professor of Disaster
Management

(i) Attended conference on "The International Emergency Management Society Conference 1998" organised by IEMS at USA from 19th to 22nd May, 1998.

(ii) Attended conference on "Early Warning Systems for the Reduction of Natural Disaster (CWS 98)" at Germany from 7th to 14th September, 1998.

(iii) Attended "IDNDR - ESCAP Regional Meeting" at Bangkok from 23rd to 26th February, 1999.

Prof. K.N. Kabra
Professor of Economics

Attended Partners for Development Summit organised by UNCTAD at France from 9th to 12th November, 1998.

Prof. S.S. Singh
Professor of Justice
and Administration

Visited Birmingham to hold discussions with participants of the MBA—Public Service Management Programme being run jointly by the University of Birmingham and the Civil Service College, interact with U.K. Training partners and participants to plan two-week post U.K. Module, make presentations and deliver lectures on key area from 1st to 13th March, 1999.

Prof.(Mrs.)Aasha Kapur Mehta (i) Visited Birmingham University (U.K.) in connection with DFID Aid Portfolio Evaluation Assignment in October, 1998.

(ii) Visited Birmingham to hold discussions with participants of the MBA - Public Service Management Programme being run jointly by the University of Birmingham and the Civil Service College, interact with U.K. Training partners and participants to plan 2-week post U.K. Module, make presentations and deliver lectures on key area from 1st to 13th March, 1999.

Shri Shekhar Singh
Lecturer in Environmental
Studies

Attended "South-South Coperation Meeting" at Paris from 25th to 26th May, 1998.

Prof. Arvind K. Sharma
Professor of Public
Administration

Accompanied the APPPA participants as the Team Leader to Paris on their study tour abroad from 15th to 25th November, 1998.

Shri Amir Ali Khan

Attended the Second Dhaka Housing and Hazards International Seminar on "Affordable Village Building Technologies: Research to Realisation" held at Dhaka (Bangladesh) on February 6-8, 1999.

ANNEXURE IX
TRAINING PROGRAMMES

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
I. MANAGEMENT DEVELOPMENT PROGRAMMES-I			
(Sponsored by the Training Division, Department of Personnel & Training, Ministry of Personnel, Public Grievances & Pensions, Government of India)			
A. Management Orientation Programmes			
1.	Sixth Course on Budgeting and Policy August 17-21, 1998	12	Prof. K.S.R.N. Sarma
2.	Fifth Course on Human Resource Management August 31 - September 11, 1998	27	Prof. O.P. Minocha
3.	First Course on Cost and Management Accounting September 7-11, 1998	11	Prof. Nand Dhameja
4.	Ninth Course on Leadership September 21-25, 1998	25	Prof. Jaideep Singh
5.	Ninth Course on Legal Dimensions of Administrative Decisions November 9-20, 1998	20	Prof. S.S. Singh
6.	Tenth Course on Project Management November 16-20, 1998	18	Shri N.C. Ganguli
7.	Eighteenth Course on Managerial Finance November 28 - December 03, 1998	30	Dr.(Mrs.) A. Sarada
8.	Sixth Course on Finance for Managers January 4-8, 1999	17	Prof. Nand Dhameja
9.	Sixth Course on Dimensions of Public Management February 8-13, 1999	24	Prof. Arvind K. Sharma
10.	Ninth course on Organisational Behaviour February 15-19, 1999	38	Prof. Jaideep Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
<i>B. Special Programmes</i>			
11.	Twenty-fourth Advanced Professional Programme in Public Administration July 1, 1998 - March 31, 1999	31	Prof. Arvind K. Sharma
12.	Seventh Orientation Programme for Directors/Deputy Secretaries of Central Staffing Scheme July 13-17, 1998	15	Prof. J.N. Upadhyay
13.	Direct Trainer Skills - A TOT Programme August 17-21, 1998	26	Prof. J.N. Upadhyay
14.	Sixteenth Management Development Programme for Group A Officers (11-16 Years) September 7-19, 1998	26	Prof. Arvind K. Sharma
15.	Tenth Course on Management of Natural Resources and Environment September 14-18, 1998	25	Prof. Vinod K. Sharma
16.	Third Course on Public Expenditure Management December 7-11, 1998	19	Prof. K.S.R.N. Sarma
17.	Twentythird MDP for Empanelled Deputy Secretaries of CSS January 11 - February 12, 1999	21	Dr. R.K. Barik Shri N.C. Ganguli
18.	Eighth Orientation Programme for Directors/Deputy Secretaries of CSS February 1-5, 1999	41	Prof. J.N. Upadhyay
II. MANAGEMENT DEVELOPMENT PROGRAMMES-II			
<i>A. Fee based Courses of the Institute</i>			
19.	Third Orientation Course on SC/ST/OBC Reservation in Government and Public Sector Undertakings April 15-17, 1998	10	Prof. R.N. Thakur

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
20.	Sixth Training Programme on Planning Budgeting and Budgetary Control April 20-24, 1998	32	Dr.(Mrs.) A. Sarada
21.	Third Security Workshop on Industrial and Commercial Security in the 21st Century: Challenges & Counter Measures August 26-28, 1998	9	Dr. J.Guha Roy
22.	First Programme on Enhancing Inter-Personal Skills for Better Performance October 26-30, 1998	13	Prof. (Mrs.) Bharati Sharma
23.	Eighth Orientation Course on Effective Administration of Welfare Measures in Govt. and Public Sector Organisations October 28 - November 3, 1998	11	Prof. R.N. Thakur
24.	First Course on Finance for Non-Finance Executives (at Udaipur) November 9-13, 1998	7	Prof. Nand Dhameja
25.	First Course on Management Control Systems and Organisation Effectiveness December 28 - January 2, 1999	13	Dr.(Mrs) Rajesh Singh Prof. Nand Dhameja
26.	Nineteenth Course on Management Information System January 11-15, 1999	8	Shri Rakesh Gupta
B. Sponsored Programmes by Other Organisations			
27.	First Regional Workshop on Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST (Prevention of Atrocities) Act, 1989 (In collaboration with U.P. Regional Branch at Lucknow) (Sponsored by the Ministry of Welfare, Govt. of India) April 16-18, 1998	24	Dr. J. Guha Roy
28.	Second Regional Workshop on Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST (Prevention of Atrocities) Act, 1989 (In collaboration with Bihar Regional Branch at Patna) (Sponsored by the Ministry of Welfare, Govt. of India) April 23-25, 1998	33	Dr. J. Guha Roy

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
29.	Training Programme on HRD & O.R. for Officers of U.P. Forestry Department (Sponsored by U.P. World Bank Forestry Project) April 27 - May 1 ,1998	12	Dr. (Mrs.)Lipi Mukhopadhyay
30.	Third Regional Workshop on Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST (Prevention of Atrocities) Act, 1989 (In collaboration with M.P. Regional Branch at Bhopal)(Sponsored by the Ministry of Welfare, Govt. of India July 9-10, 1998	43	Dr. J. Guha Roy
31.	Training Programme on Career Development for Officers of U.P. Forestry Deptt. July 20-24, 1998	14	Dr. (Mrs) Lipi Mukhopadhyay
32.	Training Programme on Leadership for Officers of U.P. Forestry Department August 3-7, 1998	12	Dr. (Mrs.) Lipi Mukhopadhyay
33.	Sixteenth Orientation Trg. Programme for Non-Judicial Members of Consumer Forums (Sponsored by Ministry of Food & Consumer Affairs) September 7-11, 1998	22	Prof. S.S. Singh
34.	Training Programme on Performance Appraisal for Officers of U.P. Forestry Department September 21-25, 1998	17	Dr. (Mrs.)Lipi Mukhopadhyay
35.	Civil Service - M.B.A. Induction Modul India U.K. Context (Sponsored by British Council Division) September 25-30, 1998	14	Prof. (Mrs.) Aasha Kapur Mehta
36.	Programme on Counselling for Officers of U.P. Forestry Department November 23-27, 1998	14	Dr. (Mrs) Lipi Mukhopadhyay
37.	Seventeenth Orientation Training Programme for Non-Judicial Members of Consumer Forum (Sponsored by Ministry of Food & Consumer Affairs) December 14-18, 1998	31	Prof. S.S. Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
38.	Vertical Interaction Course for IPS Officers on Policing for the 21st Century (Sponsored by BPR&D) December 14-19, 1998	27	Dr. J. Guha Roy
39.	Fourth Regional Workshop on Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST (Prevention of Atrocities) Act, 1989 (In collaboration with Rajasthan Regional Branch at Jaipur)(Sponsored by the Ministry of Welfare, Govt. of India) December 22-23, 1998	37	Dr. J. Guha Roy
40.	TOT Workshop for Medical Officers of World Bank Project (Sponsored by World Bank Project of MCD) December 28 - January 1, 1999	24	Prof. J.N. Upadhyay
41.	MDP for Officers of KVIC (Sponsored by KVIC) January 4-8, 1999	24	Prof. Vinod K. Sharma Dr.(Mrs.)Rajesh Singh
42.	Fifth Regional Workshop on Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST (Prevention of Atrocities) Act, 1989 (In collaboration with Tamil Nadu Regional Branch at Chennai)(Sponsored by the Ministry of Welfare, Govt. of India) February 3-4, 1999	120	Dr. J. Guha Roy
43.	Vertical Interaction Programme for IPS Officers on Police Perspective Planning February 8-13, 1999	15	Dr. J. Guha Roy
44.	Eighteenth Orientation Training Programme for Non-Judicial Members of Consumer Forum (Sponsored by Ministry of Food & Consumer Affairs) March 15-19, 1999	32	Prof. S.S. Singh
III. CENTRE FOR URBAN STUDIES			
45.	Third Training Programme on Formulation and Financing of Urban Water Supply Projects May 4-15, 1998	4	Prof. K.S.R.N.Sarma

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
46.	Eleventh Course on Managing Slum Improvement August 10-14, 1998	28	Dr. M.K. Narain
47.	Sixth Course on Sustainable Urban Development August 17-21, 1998	16	Prof. Girish K. Misra Shri Rakesh Gupta
48.	Fifth Course on Municipal Resource Mobilisation September 21-25, 1998	12	Prof. K.S.R.N. Sarma
49.	Eleventh Course on Urban Project Implementation, Monitoring and Evaluation November 16-25, 1998	15	Prof. Girish K. Misra
50.	Sixth Course on Environmental Management and Municipal Authorities December 7-11, 1998	6	Shri Rakesh Gupta
51.	Second Course on Public-Private Partnership for Urban Development January 18-22, 1999	17	Prof. Girish K. Misra
IV. NATIONAL CENTRE FOR DISASTER MANAGEMENT			
52.	Third Training Workshop on Earthquake Disaster Mitigation July 8-10, 1998	20	Dr. M.K. Narain
53.	Training Programme on Disaster Management for NGOs (at Chennai) October 5-9, 1998	25	Prof. Vinod K. Sharma
54.	Third Training Programme on Economic Analysis and Disaster Management November 16-20, 1998	25	Prof.(Mrs.) Aasha Kapur Mehta
55.	Workshop on Preparedness and Vulnerability December 2-4, 1998	10	Prof. Vinod K. Sharma
56.	Training Programme on flood Disaster Management December 7-11, 1998	16	Prof. Vinod K. Sharma

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
57.	Training Workshop on Rehabilitation and Reconstruction January 4-6, 1999	18	Prof. J.N. Upadhyay Shri Amir Ali Khan
58.	Workshop on Disaster Management (in collaboration with Deptt. of Social Work, Delhi University) February 20-21, 1999	77	Prof. Vinod K. Sharma
59.	TOT on Drought Management February 22-26, 1999	14	Prof. Vinod K. Sharma Prof. J.N. Upadhyay
60.	Workshop on Calamity Relief Fund Policy: Financing and Working Review March 10-12, 1999	27	Prof. K.N. Kabra
61.	TOT on Disaster Management for NGOs March 22-26, 1999	24	Prof. Vinod K. Sharma
62.	Post-Graduate Professional Programme in Information Technology & Management August 17, 1998 - August 14, 1999	21	Prof. R.K. Sachdeva
SEMINARS/WORKSHOPS/CONFERENCES			
63.	National Seminar on MPs and MLAs as Public Servants: Privileges and Obligations June 20, 1998	180	Dr. R.K. Barik
64.	Annual Conference of Relief Commissioners of States & UTs June 25, 1998	55	Prof. J.N. Upadhyay
65.	Workshop on Role of Media in Disaster Management June 26, 1998	56	Prof. J.N. Upadhyay Prof. Vinod K. Sharma
66.	National Seminar on Netaji's Contribution to India's Freedom Struggle and Nation Building August 9, 1998	95	Dr. J. Guha Roy
67.	Workshop on Case Studies on Public Sector Undertakings August 17-18, 1998	31	Prof. K.N. Kabra

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
68.	IDNDR Day October 14, 1998	52	Prof. Vinod K. Sharma
69.	Seminar on Civic Consciousness - Delhi Perspective March 6, 1999	88	Dr. M.K. Narain

ANNEXURE X (a)

ACTIVITIES OF BRANCHES

REGIONAL BRANCHES

ANDHRA PRADESH

Chairman - Shri M. Gopalakrishnan, Plot No.39, Avanti Nagar, Opp. Skyline Cinema, Bashirbagh, Hyderabad-500029.

Hony. Secretary - Shri B.V. Krishna Kumar, "Bhavana", H.No.10-3-311/13-B Road No.2, Castle Hills, Near Welfare Centre, Masab Tank, Hyderabad-500047.
Membership - Annual 66, Life 468.

Seminars/Conferences/Workshops

1. A Regional Seminar on "National Agenda of the New Government: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference, 1998. (October 16, 1998)
2. Seminar on "Information Technology in Government - Some Issues" (December 12, 1998)
3. Seminar on "Role of Law and Goals of Social Justice" organised by the Branch jointly with Andhra Pradesh Judicial Academy. (March 7, 1999)
4. Workshop on "Conflict Resolution" organised by the Branch in collaboration with the Henri Martin Institute of Islamic Studies. (February 5-6, 1999)

Other Activities

1. At the invitation of Dr. P.V.R.K. Prasad, Director General, Marri Chenna Reddi Institute of Administration, Government of Andhra Pradesh, S/Shri M. Ramakrishnayya, C.B. Kapadia, M. Gopalakrishnan and B.V. Krishna Kumar from the Branch attended a meeting to discuss "Shaping of Training Modules and Identifying Teaching Areas/Material for Different Categories of Public Servant". (November, 6, 1998)
2. Shri B.V. Krishna Kumar, Hony. Secretary of the Branch attended a two-day Workshop on "Implementation of the Protection of Civil Rights Act, 1955 and the S.Cs/S.Ts. (Prevention of Atrocities) Act, 1989 organised by the IIPA Tamil Nadu Regional Branch, Chennai. (February 4, 1999)

ASSAM

Chairman - Shri Jatin Hazarika, Jivagiri, Sarania Hills, Ulubari, Guwahati-781007.

Hony. Secretary - Swapnanil Barua, L.K.R. Barua Path, Nabin Nagar, R.G. Barua Road, Guwahati-781024.

Membership - Annual 7, Life 195.

Seminars/Conferences

1. A prelude Seminar on "National Agenda of the New Government: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference-98. (October 17, 1998)

Talks & Discussions

1. Discussion on the Topic "Disaster Management Profile of Jorhat Town". (June 5, 1998)
2. Discussion on "New Agenda for Good Governance". (September 10, 1998)
3. Discussion on "State Finance in Assam". (December 13, 1998)

Study/Project

A Project profile on the subject " Disaster Management Programme for Jorhat Town of Assam" was prepared and sent to National Institute of Disaster Management for funding.

BIHAR

Chairman - Shri V.S. Dube, IAS, Chief Secretary, Government of Bihar, Cabinet Secretariat, Patna-800015.

Hony. Secretary - Dr. J.K.P. Sinha, 53, D- Block, Kadam Kuan, Patna-800003.

Membership - Annual 45, Life 516.

Seminars/Conferences/Workshops

1. Workshop on "Implementation of the Protection of Civil Rights Acts 1955 (Prevention of Atrocities) Act, 1989". (April 23-24, 1998)
2. Seminar on "Problems of Sanction before Prosecuting Persons in Authority - Protective Umbrella of Section I 97 of Cr.P.C.". (August 7, 1998)
3. A Regional Conference on "National Agenda for Governance: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference-98. (October, 1998)
4. Seminar on "Problems of Hospital Administration with Special Reference to Bihar". (December 28, 1998)
5. Seminar on "The Role of Audit and Accounts with Special Reference to Bihar". (February 19, 1999)

OTHER ACTIVITIES

Research Projects

(a) Completed

1. "Public Administration Syllabus" by Dr. Bachoo Sinha, Professor of Political Science, P.U. (Retd.).
2. "Fire Hazards : A Case Study of Hajipur (Dist. Vaishali) Bihar" by Dr. J.K.P. Sinha, Hon. Secretary, IIPA Bihar Regional Branch.

(b) In Progress

1. "Administrative Problems of Beggars in Bihar" by Prof. N.P. Keshari, Magadh University, Patna.
2. "Administrative Problems of Child Labour - A Study of Working Child in Hajipur Town, Across the Ganges Bridge, Patna, by N. Sinha.

DELHI

Chairman - Shri T.N. Chaturvedi, Member of Parliament (Rajya Sabha), 19, Gurudwara Rakabganj Road, New Delhi-110001.

Hony. Secretary - Shri S.N. Swaroop, Room No. 7 A, IIPA Building, I.P. Estate, New Delhi-110002.

Membership - Annual 149, Life 1535.

Seminar/Conferences

1. Seminar on "Budget 98 - Merits & Demerits". (July 24, 1998)
2. Seminar on "The Citizen and the Police-Face/Off". (November 6, 1998)
3. Seminar On "Kar Vivad Samadhan Scheme-1998". (November 10, 1998)
4. Seminar on "International Environmental Ethics". (December 18, 1998)
5. Seminar on "Tax Benefits for Retired Personnel and Senior Citizens and Highlights of the Budget 1999". (March 12, 1999)
6. Seminar on "Emerging Trends in Construction Management".

Talk

1. A Health Talk on "Tips to Prevent a Heart Attack" delivered by Dr. Raman Puri, Senior Consultant Cardiology, Apollo Hospital, New Delhi. (July 10, 1998)

OTHER ACTIVITIES

(a) Study Tour

1. The Branch designed and conducted a study tour on "Poverty Eradication" for a group of four Senior Officers from Tanzania from 23-27 November

1998. The Group of Officers met Shri T.N. Chaturvedi, M.P. and Chairman of the Branch, Shri N.C. Saxena, Secretary, Ministry of Rural Development and Senior Officers in the Ministry of Rural Development and Poverty Alleviation, Members of the National Commission for Women, Director General, Council for Advancement of Peoples Action and Rural Technology (CAPART), Shri Negi, Development Commissioner, Delhi and also visited an IRD Project in Gurgaon.

(b) Research Studies

The Branch completed the following studies:

1. Study of Bijali Adalat of Delhi Vidyut Board. Report submitted on October 1, 1998.
2. Study Project on Communal Peace in Aligarh and Bhiwandi during December 1992 to January 1993. Report submitted on October 6, 1998.

Publication

The Branch brought out a Souvenir to celebrate the closing of the Fifty Years of Independence on August 13, 1998. It contained articles from Members and Messages from Shri Krishan Kant, Vice-President of India, Shri Atal Behari Vajpeyi, Prime Minister of India, Shri Sahib Singh, Chief Minister of the Government of NCT of Delhi, and Shri S.B. Chavan, M.P. and Chairman, IIPA. The Souvenir was released by Shri T.N. Chaturvedi, M.P. and Chairman of the Branch on August 13, 1998. Over 60 members attended the release of Souvenir function.

JAMMU AND KASHMIR

Chairman - Shri Jalil Ahmad Khan IAS, Chief Electoral Officer, J&K, 310, Wazarat Road, Jammu (J&K).

Hony. Secretary - Shri Veeranna Aivalli IPS, PWD Bungalow No.1, Near Gandhi Nagar Police Station, Jammu-Tawi-180004.

Membership - Annual 28, Life 260.

Seminar/Conference/Workshop

1. A 3-day Workshop on "Holistic Personnel Management Course" was organised on June 24-26, 1998.
2. A Regional Conference on "National Agenda for Governance: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference-1998. (September 19, 1998)

Lectures/Panel Discussions

1. Lecture on "Privatisation and Foreign Investment under the Constitutional System" delivered by Mr. Justice R.P. Sethi, Chief Justice, High Court, Karnataka. (May 9, 1998)

2. A Panel Discussion on "Union Budget". (June 11, 1998)
3. Lecture on "Lok Pal System", delivered by Dr. V. Vijaya Kumar, Associate Professor, National Law School of India, University of Bangalore. (June 20, 1998)
4. Fifth Nomani Memorial Lecture on "Administration of Criminal Justice at the Cross Road: Its Perspective and Challenges in the 21st Century" delivered by Dr. N.L. Mitra, Director, National Law School of India, University of Bangalore. (July 4, 1998)
5. Lecture on "Human Bomb - Some Facets of Rajiv Gandhi Case" delivered by Prof. P. Chandra Sekharan, Former Director, FSD, Madras. (July 18, 1998)
6. Lecture on "Identity and Rights of Women in India" delivered by Prof. (Mrs.) Rekha Choudhary, Reader, Political Science Deptt., Jammu University, Jammu. (October 28, 1998)
7. Lecture on "Human Rights", delivered by Shri Justice M.N. Venkatachalliah, Hon'ble Chairperson, National Human Rights Commission, New Delhi. (November 11, 1998)
8. Lecture on "Role of IIPA in Next Millennium" delivered by Shri M.C. Gupta, Director, IIPA, New Delhi. (December 16, 1998)

KARNATAKA

Chairman - Shri S. Ramanathan, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore-560008.

Hony. Secretary - Shri D.V. Chayapathi, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore-560008.

Membership - Annual 25, Life 234.

Seminars/Conferences/Workshops

1. Visit of the Vietnamese delegation and their meeting with the Branch Executive Committee Members, and representatives of the Public Affairs Centre regarding "Citizens Participation in Government - Strengthening Public Delivery System, Assistance to Small Scale Industries" etc. (April 4, 1998)
2. Seminar on "Forging Links between IIPA, Karnataka Regional Branch and the Departments of Political Science of Karnataka Universities". (May 9, 1998)
3. First Regional Conference of Regional Branches of IIPA in South Zone, viz., Tamil Nadu, Karnataka, Andhra Pradesh, Kerala on "Comparative Experience in Panchayat Raj in the States of Andhra Pradesh, Karnataka, Kerala, Tamil Nadu consequent on the (Constitution 73rd Amendment Act) jointly organised by IIPA with the ISEC. (May 23, 1998)
4. A Regional Conference on "National Agenda for Governance: Administrative Dimensions" for the Annual Members' Conference-98. (October 15, 1998)

Lectures

1. Lecture on "Current Economic Situation on the Eve of the Central Budget 1998-99" delivered by Dr. P.R. Brahmananda, Former Director, Bombay School of Economics and currently Managing Editor, *The Indian Economic Journal*. (April 29, 1998)
2. Lecture on "Liberalisation, Globalisation and Possible Changes in Indian Public Administration" delivered by Dr. V. Subramaniam, Professor, Department of Political Science, Carleton University, Ottawa, Ontario, Canada. (July 9, 1998)
3. Lecture on "Information Highway and Changing Concepts in Communication" delivered by Dr. K.D. Pavate, Fellow and Former President, Acoustical Society of India, and Fellow, Computer Society of India. (July 18, 1998)
4. Lecture on "Social Discourse in a Globalised Era: Towards the Concept of Development Matrix" delivered by Dr. Subhash Sharma, Managing Director, Indian Institute of Plantation Management, Bangalore. (August 21, 1998)
5. Lecture on "Karnataka's Industrial Development in Post-Liberalisation Context" delivered by Shri N. Viswanathan, IAS, Secretary to Government of Karnataka, Commerce and Industries Department (December 1, 1998)
6. Lecture on "India's Role in Promoting Human Rights" delivered by Dr. L.C. Jain, Former Ambassador to South Africa and Smt. Devaki Jain, Director, Institute of Social Studies Strust. (December 17, 1998)
7. Lecture on "Issues before the Eleventh Finance Commission" delivered by Dr. M. Govinda Rao, Director, ISEC. (February 23, 1999)

OTHER ACTIVITIES

Research Study

1. A Research Study funded by IIPA, New Delhi is in progress on the subject "Empowerment of Residents Welfare Association".

Publication

1. Released a book on "Landmarks in Karnataka Administration" by His Excellency Shri Khurshed Alam Khan, Governor, Karnataka on October 17, 1998.

OTHER PUBLICATIONS

Published Lectures

1. "Administrative Reforms in the Context of Administrative Accountability and Legality of Administrative Action - Law and Practice and Ethics in Public Administration" by Justice M.N. Venkatachalaiah, Former Chief Justice of India.

2. "Economic Reforms and Public Administration" by Shri G.V. Ramakrishna, Member, Planning Commission, Government of India.
3. "Right to Information and Right to Work" by Shri Justice P.B. Sawant, Chairman, Press Council of India.
4. "Our Goals for the 21st Century: Economic, Social and Administrative" by Dr. P.V. Shenoi, Director, ISEC.
5. "Karnataka's Plan to Reintroduce Octroi: Some Facts and Issues" by Shri Sudhir Krishna, Commissioner of Commercial Taxes, Government of Karnataka.

KERALA

Chairman - Prof. (Dr.) K. Raman Pillai, 268-1 T.C. 4/214-2, Kaudiar P.O., Thiruvananthapuram-695003.

Hony. Secretary - Shri P. Sukumaran Nair, 'SRISYALAM', Konkalam, Aramada P.O., Thiruvananthapuram-695032.

Membership - Annual 68, Life 179.

Seminars/Conferences/Workshops

1. A Regional Conference on "National Agenda for Governance: Administrative Dimensions". (September 28, 1998)
2. One-day Workshop on "Review of the Constitution". (January 18, 1999)

Lecture

1. A Special Lecture on "Human Rights and Good Governance" jointly organised by the Regional Branch and the Institute of Management in Government. Dr.N.R.Madhava Menon, Member, National Law Commission, Thiruvananthapuram, delivered the Lecture. (November 27, 1998)

MADHYA PRADESH

Chairman - Shri Kewal K. Sethi IAS (Retd.), E-7/657, Arera Colony, Bhopal-462016.

Hony. Secretary - Dr. D.D. Kaushik, E-7/649, Arera Colony, Bhopal-462016.

Membership - Annual 34, Life 266.

Seminars/Workshop/Symposium

1. A symposium on "Chattisgarh State - Administrative Challenges".
2. A seminar on "Panchayati Raj and Administration" in Rewa.
3. A seminar on "Sensitizing Police to Human Values".
4. A workshop on the "Implementation of Protection of Civil Rights Act and SCs and STs (Prevention of Atrocities) Act," in collaboration with the IIPA, New Delhi and the Institute of Forest Management, Bhopal.
5. A seminar on "Electoral Reforms - Need for a Thorough Overhaul".
6. A seminar on "National Agenda of the New Government - Administrative Dimensions".
7. A seminar on "Zila Sarkar" - "District Government".

Talk

1. A talk on "Public Administration in India - A Historical Perspective" by Shri S.K.S. Chib.

Other Activity

1. An Essay Competition open to the residents of MP on "The Constitution of India - Does it need a Review" in English and Hindi, both.

MAHARASHTRA

Chairman - Shri S. Ramamoorthi, Room No. 13, Ground Floor, Mantralaya, Mumbai-400032.

Hony. Secretary - Shri N. Jayaraman, Room No.13, Ground Floor, Mantralaya, Mumbai-400032.

Membership - Annual 64, Life 841.

Talks/Lectures

1. A Talk on "Ancient Caves in Maharashtra" by Dr.A.P. Jamkhedkar. (May 6, 1998)
2. A Talk on "Quintessence of Bhagwad Gita in Hindu Mythology" by Shri N.N. Patel. (May 20, 1998)
3. A Talk on "Malaria in the City of Mumbai" by Shri Balarka Batalyal. (June 3, 1998)
4. A Talk on "Hasya Yoga" by Shri K.V. Patel. (June 11, 1998)
5. A Talk on "Israel from Poverty to Prosperity" by Prof. Anil Sahsrabudhe. (October 21, 1998)
6. A Talk on "Global Economic Crisis" by Dr. S.S. Tarapore. (October 26, 1998)
7. A Talk on "Sujok Korean Therapy" by Shri S.K. Luthria. (November 19, 1998)
8. Yashwantrao Chavan Memorial Lecture on "Meeting Challenges of Law and Order" by Shri D.S. Soman. (November 30, 1998)
9. A Talk on "Indian Cities in the New Millennium" by Dr. Rashmi Mayur. (February 5, 1999)

OTHER ACTIVITIES

(a) Training Programmes

1. "Discipline Rules and Departmental Enquiries", (April 4, 1998)
2. "Maharashtra Civil Service Rules", (April 18, 1998)
3. "Use of Marathi", Participants - 29. (May 21, 1998)
4. "Yoga & Nature", Participants - 21. (June 26, 1998)
5. "Yoga Training", Participants - 100. (June 29, 1998)
6. "Maharashtra Civil Service Rules", (July 4, 1998)

7. "Budget", Participants - 93. (July 15, 1998)
8. "Maharashtra Civil Service Rules", (September 19, 1998)
9. "Budget", Participants - 39. (September 24, 1998)
10. "Use of Marathi", (October 14, 1998)
11. "Discipline Rules & Departmental Enquiries", (November 4, 1998)
12. "Writing of Confidential Reports", (January 21, 1999)
13. "Writing of Confidential Reports", (February 17, 1999)
14. "Maharashtra Civil Services Rules", (March 12, 1999)
15. "Writing of Confidential Reports", (March, 17, 1999)

(b) Essay Competition

The Branch announced the following topics for Essay Competition.

1. Steps towards Good Governance in the Country.
2. Coalition Government - The Indian Experience.
3. Information Technology - Implications for Public Administration. Six valid entries were assessed by a panel consisting of (i) Shri M.R. Kolhatkar, (ii) Shri V.A. Kalyankar, and (iii) Shri V.V. Deodhar. The Committee found that none of the entries was standard to merit the award of either first or second prize. The Committee recommended a consolation prize of Rs.500 to Smt. Vinaya Vijaya Ashtankar.

(c) Publications

1. "Innovation in Government". A Book edited by Shri M.R. Kolhatkar and Dr. S.S. Gadkari.

(d) Library

The Branch during the year added 163 books to its library collection.

The Branch also subscribes to or receives complimentary copies of 3 periodicals on Public Administration and related subjects and 8 periodicals of general interest including 3 foreign periodicals.

MEGHALAYA

Chairman - Prof. B.Pakem, Vice-Chancellor, NEHU, Mayurbhanj Complex, Nongthymmai, Shillong-793014.

Hony. Secretary - Dr. B.J. Deb., Department of Political Science, NEHU, Mayurbhanj Complex, Nongthymmai, Shillong-793014.

Membership - Annual 5, Life 84.

Talks

1. "Approaches to Disaster Management" by Prof. Vinod Kumar Sharma, IIPA, New Delhi. (April 27, 1998)
2. "North Eastern Council and Regional Development" by Shri Gautam Sen, Financial Adviser, NEC. (July 3, 1998)

3. "Police and Criminal Justice Administration" by Shri I.T. Longkumar, Director General of Police, Meghalaya. (September 21, 1998)
4. "Poverty and Economic Growth in Meghalaya" by Shri A.H. Scot Lyngdoh, Finance Minister, Government of Meghalaya. (October 27, 1998)

MIZORAM

Chairman - Dr. H. Thansanga, Former Minister of Education , Government of Mizoram, P.O. Aizawl, Aizawl-796001.

Hony. Secretary - Prof. R.N. Prasad, Department of Public Administration, NEHU, Mizoram Campus, Aizawl-796007.

Membership - Annual 7, Life 70.

Seminars/Conferences

1. A lecture-meeting on "National Agenda for Governance - BJP and Alliance Partners" in collaboration with Department of Public Administration, NEHU. (April 25, 1998)
2. A prelude conference on "National Agenda for the New Government: Administrative Dimensions". (October 6, 1998)

OTHER ACTIVITY

Publication

1. The Branch published its Annual Journal - Administrative Review - 1996 and 1997 in December, 1998 which deals with special issue on "Modernisation in Mizo Society: Imperatives and Perspectives". The Journal is non-priced and sent to all Regional and Local Branches of IIPA. Prof R.N. Prasad and Dr. A.K. Agarwal edited the Journal.

ORISSA

Chairman - Shri N.R. Hota, IAS (Retd.), Q.No.VI C, 2/1, Unit-1, Bhubaneshwar-751009.

Hony. Secretary - Shri Amarendra Mohanty, 2/1, V.I.C., Unit-I, Bhubaneshwar-751009.

Membership - Annual 42, Life 202.

Seminars/Conferences/Workshops

1. Seminar on "Less Government: Better Administration". (June 27, 1998)
2. Workshop on "Computers in Management". (July 5, 1998)
3. Seminar on "National Agenda of the New Government—Administrative Dimensions". (September 26, 1998)
4. Seminar on "Agricultural Scenario in Orissa". (October 17, 1998)
5. Seminar on "Administrative Reforms and Manpower Planning" organised

by the Branch in collaboration with DFID, U.K. and Government of Orissa (Finance Department). (October 27, 1998)

6. Seminar on "Poverty Alleviation Projects". (December 19, 1998)
7. Seminar on "Preparing Orissa Police for 21st Century". (February 16, 1999)
8. A state level Seminar on "Finances of Local Governments in Orissa: Challenges and Response", sponsored by the Regional Branch with the P.G. Department of Public Administration, Utkal University. (February 16, 1999)
9. Seminar on "Article 356 of Our Constitution". (February 28, 1999)
10. Seminar on "Meditation for Medication". (February 28, 1999)

OTHER ACTIVITIES

(a) Journals and Publications

So far the branch published six issues of the Journal of their Regional Branch. These Journal have achieved wide publicity along with popularity. The seventh issue is under print.

(b) Projects

The research project taken up by Prof. Sudhakar Panda and Prof. S.N. Mishra on "Poverty Alleviation Programmes in Orissa" has been successfully completed. The final report of this project has been sent to Government of Orissa and IIPA Headquarters. Steps are being taken to get another project from Government of Orissa.

(c) Library

The Regional Branch proposed to start a Library which presently has about 150 Journals.

PUNJAB, HARYANA AND CHANDIGARH

Chairman - Shri B.S. Ojha IAS (Retd.), H.No. 43, Sector-11, Chandigarh.

Hony. Secretary - Shri D.V. Bhatia, H.NO. 2116/21-C, Chandigarh.

Membership - Annual 37, Life 373.

Seminars/Conferences

1. Seminar on "Challenges of Good Governance: India in the Post Economic Reforms Period" and "Current Thoughts in the Neo Liberal Agenda and Restructuring Public Administration" organised by the Regional Branch in collaboration with Department of Public Administration, Panjab University, Chandigarh, (June 4-5, 1998)
2. A Regional Conference on "National Agenda for Governance: Administrative Dimensions" organised by the Regional branch for IIPA Annual Members' Conference-98. (October 14, 1998)

Lectures/Talks

1. A Lecture on "Emerging Trends in Public Administration" delivered by Prof. S.R. Maheshwari, Retd. Professor of IIPA, New Delhi. (June 10, 1998)
2. A Lecture on "Human Resource Development and Work Culture in Government" organised by the branch in collaboration with Department of Public Administration, Panjab University, Chandigarh. Prof. Arvind K. Sharma, Professor of Public Administration, IIPA, New Delhi delivered the Lecture. (January 8, 1999)

RAJASTHAN

Chairman - Shri M.L. Mehta, IAS (Retd.), 5, Keshav Vihar, Saipath, Gopalpura Byepass, Jaipur-302015.

Hony. Secretary - Dr. Ramesh K. Arora, B-56, Janta Colony, Jaipur-302004.

Membership - Annual 36, Life 255.

Seminar/Conference/Workshop

1. Regional Conference on "National Agenda of the New Government: Administrative Dimensions". (September 29, 1998)
2. Workshop on "Implementation of Protection of Civil Rights Act and Schedules Castes and Schedules Tribes (Prevention of Atrocities) Act" were organised by the Branch at Jaipur under IIPA's Management Development Programme-II at different state capitals under the auspices of Ministry of Social Justice and Empowerment. (December 22-23, 1998)

Talks/Lectures

1. "Enhancing Personal Effectiveness through Meditation", by Dr. Harish Chandra, Director, Human Development Institute. (July 27, 1998)
2. "Creativity in Government" by Shri M.L. Mehta, Ex-Chief Secretary, Government of Rajasthan. (July 28, 1998)
3. "Policy Implementation in India" by Prof. Pradeep Sahni, Professor of Public Administration, Indira Gandhi National Open University, New Delhi. (August 3, 1998)
4. Lecture on "Budha and Gandhi" delivered by Dr. Naresh Dadich, Director, Gandhi Bhawan, University of Rajasthan, Jaipur. (August 19, 1998)
5. "Women Reservations: Legal and Constitutional Implications" by Dr. J.L. Vyas, Associate Professor of Law, University of Rajasthan, Jaipur. (August 19, 1998)
6. "Emergent Administrative Transformation: A World View" by Shri M.K. Gaur, Joint Editor, IIPA, New Delhi. (August 20, 1998)
7. "Issues in Public Policy in DIA" by Prof. Pradeep Sahni, Chairman, Department of Public Administration, IGNOU, New Delhi. (January 30, 1999)
8. "Indo-Bangladesh Relations" by Prof. Akmal Hussain, Professor of International Relations, Dhaka University. (January 30, 1999)

9. Lecture on "Rajasthan Economy: Retrospect and Prospect" delivered by Shri M.L. Mehta, Former Chief Secretary of Government of Rajasthan. (February 2, 1999)
10. "Leisurology Emerging Dimensions" by Prof. Ishwar Modi, Associate Professor, Sociology, University of Rajasthan. (February 8, 1999)

Discussions/Round Tables

1. Open House discussion on "Nuclearization of India". (May 25, 1998)
2. Discussion on "Indian Constitution: Fresh Look". (May 26, 1998)
3. "National Training Policy" presentation by Prof. Ramesh K. Arora, Dean, Faculty of Social Sciences, University of Rajasthan. (May 27, 1998)
4. Discussion meeting on "What Life has Taught Me?" (August 1, 1998)
5. Open Discussion on "ISTD on Indian Economy: Emerging Dimensions". (February 6, 1999)
6. Round Table on "Fifty Years of Rajasthan". (March 30, 1999)
7. Round Table on "Rajasthan Economy: The Context of White Paper and the Budget". (March 31, 1999)

OTHER ACTIVITIES

(a) Book Review

1. Prof. Ramesh K. Arora, Director, Social Sciences Research Centre, University of Rajasthan reviewed a book the "Indian Cabinet" edited by Shri V.A. Pai Panandikar and Shri Ajay K. Mehra. (August 18, 1998)

(b) Publication

1. As a part of the celebrations of the 40th Anniversary of the IIPA Rajasthan Regional Branch has brought out an anthology entitled "Administrative Systems of Rajasthan: Land Mark Achievements" edited by Prof. Ramesh K. Arora and Shri P.C. Mathur.

TAMIL NADU

*Chairman - Shri K. Malaisamy, 89, AC-II Street, Anna Nagar, Chennai-600040.
Hon. Secretary - Dr. N. Sethuraman, AG-26, Shanti Colony, Anna Nagar, Chennai-600040.*

Membership - Annual 78, Life 601.

Seminars/Conferences/Workshops

1. A Regional Conference on "National Agenda of the New Government: Administrative Dimensions". (September 26, 1998)
2. Two days workshop on the "Implementation of the Protection of Civil Rights Act 1955 and the Scheduled Caste and Scheduled Tribes (Prevention of Atrocities) Act, 1989" sponsored by Ministry of Social Justice and

Empowerment, Government of India and was organised by the IIPA, New Delhi in collaboration with IIPA Tamil Nadu Regional Branch and Department of Criminology, University of Madras. (February 3, 1999)

Meetings/Discussions

1. A Meeting on "Civic Administration - Problems and Prospects in Chennai Corporation" with T.K. Ramachandran, IAS, Deputy Commissioner, Corporation of Chennai. (April 24, 1998)
2. A Meeting on "Post Budget (Central) Scenario", with Shri S. Peter Alphones, MP, Secretary, Tamil Manila Congress and Mr. G. Narayanaswamy, Chartered Accountant.
3. A Meeting on "Reservation for Women in the Parliament and Assembly", with Mrs. Jayanthi Natarajan, MP and Mrs. Mythili Sivaraman, Social Activist. (August 29, 1998)
4. A Meeting on "The Role of Citizens in Good Governance" with Shri A.K. Venktasubramanian, Former Secretary to Government of Tamil Nadu. (November 28, 1998)
5. A Meeting on "Whither Higher Education", with Dr. S.V. Chittibabu, Former Vice-Chancellor of the Annamalai University. (December 26, 1998)
6. A Meeting on "Post Budget (Central) Scenario", with Shri G. Subramanian, Chartered Accountant. (March 20, 1999)

Other Activities

1. A South Zone Regional Conference on "Comparative Experience in Panchayati Raj in Southern States including Maharashtra" organised by the Karnataka Regional Branch at Bangalore was attended by the Office Bearers of the Branch. (May 23, 1998)
2. Addressed on "Urbanisation of Vellore District" by Dr. N. Sethuraman, Hon. Secretary, IIPA Tamil Nadu Regional Branch to the members of the Tirupattur Local Branch.

Publication

Four issues of the Branch Magazine 'New Administrator' were published and distributed free of cost to all the members of the Branch and Local Branches in Tamil Nadu and Regional Branches of the IIPA.

UTTAR PRADESH

Chairman - Shri Yogendra Narayan, IAS, Chief Secretary to Government of U.P., Secretariat, Lucknow-226001.

Hony. Secretary - Shri T.N. Dhar, IAS (Retd.), 27-B/5, Lajpat Rai Marg, Lucknow-226001.

Membership - Annual 85, Life 707.

Seminars/Conferences/Workshops

1. Seminar on "Secretariat Administration (UP)".
2. Seminar on "Administrative Reforms and Capacity Building in U.P.".
3. Seminar on "National Agenda of New Government: Administrative Dimensions".
4. Two days Workshop on "Disaster Management - Rhetoric and Reality".

OTHER ACTIVITIES

(a) Publications

The Branch brought out in book form two publications, namely:

1. 'Encounters with Men and Matters' by Govind Narain, ICS (Retd.); and
2. 'A Fair Hand Dealt' by T.N. Dhar, IAS (Retd.).

(b) Studies

1. A Study on "Convergence of Delivery Systems in Rural U.P." in hand.
2. The Branch developed a detailed position paper on the administrative structure of the proposed "Uttarkhand State".

WEST BENGAL

Chairman - Shri Manish Kumar Gupta, IAS, Chief Secretary to the Government of West Bengal, Writer's Buildings, Calcutta-700001.

Hony. Secretary - Shri K.K. Naskar, IAS (Retd.), IIPA West Bengal Regional Branch, C/o Finance (O & M) Deptt., Block-I, 2nd Floor, Writer's Buildings, Calcutta-700001.

Membership - Annual 42, Life 298.

Seminars/Conferences

1. Seminar on "Educational Administration - its Nature and Problems". (July 24, 1998)
2. Seminar on "Child Labour - The Problems and Approaches to Their Solution". (August 28, 1998)
3. Regional Conference on "National Agenda of the New Government: Administrative Dimensions". (October 9, 1998)
4. Seminar on "Co-operative Sector in West Bengal - Progress and Prospects". (November 27, 1998)
5. Seminar on "Gender Justice". (January 29, 1999)

Other Activities

1. A Meeting of the Executive Committee of the Branch was arranged on visit of Shri M.C. Gupta, IAS (Retd.), Director, IIPA, New Delhi. Dr. Y.K. Ray,

IAS, Principal Secretary to the Government of West Bengal, P.W.D. and Vice-Chairman of the Regional Branch, presided over the meeting. (January 27, 1999)

Research Projects

1. Part-II of the Research Project "Organisation of the Government of West Bengal" comprising several administrative departments of the Government of West Bengal is in process for publication.
2. The interim reports of the Research Projects undertaken by the Branch entitled: (a) "The Problem of National Integration in a Multi-Ethnic State: The West Bengal Perspective", (b) "Multi-Level Planning in India with Special Reference to the State of West Bengal", and (c) "The Cottage and Small Scale Industry Scenario - The West Bengal Perspective", have been submitted. Another Research Project "Human Development and Economic Growth - A Comparative Perspective" in progress.

LOCAL BRANCHES

BUDAUN

Chairman - Shri Raja Ram Upadhyay IAS, District Magistrate, Budaun.

Hony. Secretary - Dr. Har Swarup, Swarup Bhawan, Near Punjabi Gurudwara, Budaun-243601.

Membership - Annual 16, Life 115.

Seminar/Conference

1. Seminar on "Development Administration and People's Participation". (January 27, 1999)

Lecture

1. Lecture on "Role of Administration in Welfare Society" delivered by Shri Raja Ram Upadhyay, District Magistrate, Budaun and Chairman, IIPA Budaun Local Branch. (November 15, 1998)

Round Table Discussion

1. A Round Table Discussion on "Good Governance". (October 16, 1998)

Other Activities

The Local Branch has started a scheme of awarding proficiency certificates to those officials who have a good record of public service. Eleven Government and non-Government administrators were awarded with certificates and monogram of the IIPA.

BURDWAN

Chairman - Prof. Mohit Bhattacharya, Purvachal, Cluster-VIII, Block K-6, Calcutta-700091.

Hony. Secretary - Ms. Jayasri Banerjee, Padmaja Naidu College of Music, Rajbati Campus, Burdwana-713104.

Membership - Annual 23, Life 16.

Seminars/Conferences

1. Seminar on "DRDA and Rural Development". (April 11, 1998)
2. A Prelude Conference on "National Agenda of New Government: Administrative Dimensions", organised by the Branch for IIPA Annual Members' Conference-98. (September 2, 1998)
3. Seminar on "Water Resource Management" organised by the Branch in collaboration with Science for Society, Calcutta. (February 23, 1999)

KARIMNAGAR

Chairman - Dr. T. Ramakrishnaiah, H.No.1-55, Dwarka Nagar Colony, Rekurthy Village, Kothapally, Karim Nagar-505451.

Hony. Secretary - Dr. K. Narashimha Reddy, H.No.7-1-108,Mankammathota, Karim Nagar-505002.

Membership - Annual 5, Life 37.

Workshop

1. A Workshop on "Transfer Policy of Z.P. Teachers of Karimnagar District" organised by the Branch jointly with Karimnagar Consumer Council and Loksatha of Karimnagar Branch. (September 9, 1998)

MUZAFFARPUR

Chairman - Shri T.N. Chaudhary, O/O the Divisional Commissioner, Tirhut Division, Muzaffapur-842001.

Hony. Secretary - Shri A.P. Srivastava, O/O the Divisional Commissioner, Tirhut Division, Muzaffapur-842001.

Membership - Annual 3, Life 37.

Seminars

1. Prelude Seminar on "National Agenda of the New Government: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference-98. (October 17, 1998)
2. Seminar on "Politicalisation of Bureaucracy in India with Reference to Bihar". (December 26, 1998)

Meeting

1. A Meeting on "Traffic Management of Muzaffarpur Town" with District Magistrate and Police Officers. (March 16, 1999)

mysore

Chairman - Shri A.K. Agarwal, Administrative Training Institute, Government of Karnataka, Lalithe Mahal Road, Mysore-570011.

Hony. Secretary - Prof. M. Umapathy, 843, 'SMITHA', 10th Main, Kamakshi Hospital Road, Saraswathipuram, Mysore-570009.

Membership - Annual 4, Life 26.

Seminar

1. A Prelude Seminar on "The National Agenda of the New Government: Administrative Dimensions" organised by the Branch for the IIPA Annual Members' Conference-98. (October 7, 1998)

NAGPUR

Chairman - Shri M.P. Tanksale, 82, Pawanbhoomi, Somalwada, Vardha Road, Nagpur-440025.

Hony. Secretary - Shri D.G. Philip, Dy. Commissioner (Gen.), Commissioner's Office, Nagpur-440001.

Membership - Annual 27, Life 93.

Seminars/Workshops

1. Workshop on "Coordination in Administration and Time Management". (September 19, 1998)
2. Seminar on "BJP Led Government's National Agenda for Government - Its Administrative Dimensions". (October 9, 1998)
3. Workshop on "Effective and Efficient Administration" organised by the Branch under the auspices of the Tribal Welfare Department, Nagpur. (November 8, 1998)

Talk

1. "Changing Relationship between Employees and Organisations" delivered by Shri Sharu Ranganekar. (June 17, 1998)

PATIALA

Chairman - Prof. Harbans Pathak, "ASHIRWAD", 117, Ajit Nagar, Patiala-147001.

Hony. Secretary - Shri O.P. Gupta, Sirhind Gate, Patiala-147001.

Membership - Life 29.

Seminar/Conference

1. Prelude Seminar on "National Agenda for Governance: Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference-98. (October 15, 1998)

Research Studies under Progress

1. "Study on Post Independence Land Marks in Public Administration in the State of Punjab".
2. "Administrative Reforms in Punjab since Independence".

SAIDAPET

Chairman - Shri S. Subramaniam IAS (Retd.), No.4, 1st Cross Street, Logiah Colony, Saligramam, Chennai-600093.

Hony. Secretary - Shri K.M. Ramanujam, No.4, 1st Cross Street, Logiah Colony, Saligramam, Chennai-600093.

Membership - Annual 5, Life 56.

Seminar/Conference

1. Prelude Seminar on "National Agenda for Governance" organised by the Branch for IIPA Annual Members' Conference-98. (August 23, 1998)

Discussions/Meetings

1. "New Year Goals". (April 7, 1998)
2. "Labour Problems". (May 10, 1998)
3. "Irrigation and Litigation". (June 18, 1998)
4. "Education Policies". (June 26, 1998)
5. "Reservations in Education". (September 30, 1998)
6. "Language in Professional Colleges". (February 23, 1999)
7. "Union and State Budget". (March 23, 1999)

Other Activities

1. A research study on "perspectives of Agricultural Administration in Tamil Nadu vis-a-vis Emerging Challenges of Agricultural Transformation and Second Green Revolution" is in progress and final stage.

SALEM

Chairman - Dr. S. Lakshmi, Former Vice Chancellor of Mother Teresa Women University, 163-K, Sundarar Street, Fairlands, Salem-636016.

Hony. Secretary - Shri N.S.R. Soloman Raj, "Jasmine" 96-D; Perumanur, East Street, Salem-636007.

Membership - Annual 12, Life 14.

Seminar/Conference

1. Prelude Seminar on "National Agenda for Governance: Administrative Dimensions". (October 2, 1998)

SANGLI

Chairman - Dr. Nitin Karir, Distt Collector Sangli, Rajwada Chouk, Sangli-416416.

Hony. Secretary - Shri A.S. Sahasrabudhe, "Umashankar", Radhakrishna Extn., Sangli-416416.

Membership - Annual 5, Life 20.

Seminars/Conference

1. Seminar on "25 years of Lokaukta System in Maharashtra". (June 10, 1998)
2. Prelude Conference on "National Agenda for Governance" organised by the Branch for IIPA Annual Members' Conference-98. (August 27, 1998)
3. Seminar on "Present and Future Trends of Democracy in India". (January 30, 1999)

Lectures

1. Lecture on "Life Style of Indian Society" by Prof. Shrikant Dhole. (October 11, 1998)
2. Lecture on "WTO and India: Discussion on Recent Trends in International Trade". (November 18, 1998)

TIRUNELVELI

*Chairman -Shri S. Muthusamy, Dwaraka, 11, Jaya Nagar, Tirunelveli.
Hony. Secretary - Shri K. Sivaraman, 20, Kailashpuram, Tirunelveli Junction,
Tirunelveli-627001.*

Membership - Annual 2, Life 27.

Lectures/Meetings

1. "Officer" by Shri S. Muthuswamy, Former Chief Probation Superintendent of Tamil Nadu. (May 2, 1998)
2. "Indian made Union Movement" by Shri M. Paul Ramachandran, Former President of LIC Employees Union. (May 30, 1998)
3. "Central Budget" by Shri Kumarainthan, Retd. P.W.D. Engineer. (June 20, 1998)
4. "Indian History" by Dr. A.R. Venkatachalapathy, Lecturer in History, M.S. University. (August 12, 1998)
5. "National Agenda of New Government" by Shri V. Seranthaiah, Chief Educational Officer (Retd.). (October 17, 1998)
6. "Education Policy" by Dr. V. Manickam, Lecturer, St. John's College, Tirunelveli. (December 5, 1998)

TIRUPATI

Chairman - Prof. G. Raghava Reddy, 7-154, Shantinagar, M.R. Palle Road, Tirupati-517502.

Hony. Secretary - Dr. M.A. Hussain, 13/127/4, Up-Stairs, Lal Bahadur Nagar, Tirupati-517502.

Membership - Life 26.

Lectures/Meetings

1. A Lecture on "The Changing Role of Public Administration in the New Millennium" delivered by Dr. P.L. Sanjiva Reddy, IAS, Former Secretary, Ministry of Rural Development, Government of India. (March 20, 1999)
2. A Lecture on "Development Administration with reference to Higher Education" delivered by Prof. S. Nilakanthan, Formerly Director, Madras Institute of Development Studies, Chennai. (March 31, 1999)

TIRUPATTUR

Chairman - Dr. K. Padmanabhan, 4-C/22-B, College Quarters, Srinivaspet, Tirupattur-635601.

*Hony. Secretary - Shri C. Veerabadran, 97-A, Saibaba Colony, Tirupattur-635601.
Membership - Annual 2, Life 21.*

Seminars/Conferences

1. A series of Seminars on "Our Panchayats" organised by the Branch on 19.4.98, 28.6.98, 24.1.99 & 28.2.99.
2. Seminar on "Nuclear India". (August 15, 1998)
3. Prelude Conference on "National Agenda of New Government: Administrative Dimensions". (September 13, 1998)

Other Activities

1. An interface between widows from Burigamani Mitta Panchayat and the Government Officials were arranged on 24.7.98 with a view to make the widows aware of the various programmes to promote their welfare.
2. The Branch organised a Meeting of the Entrepreneurs with a view to review their progress in setting up new ventures as well as expanding the existing units. (August 17, 1998)
3. The Branch organised a Special talk on Nobel Laureate in Economics Prof. Amartya Sen. (November 1, 1998)
4. The Branch deputed its office bearers, *viz.*, Dr. K.A.Selvarajan, Vice-Chairman and Mr. C. Veerabadran, Secretary to attend the two days Regional Workshop on the Implementation of the Protection of Civil Rights Act, 1955 and the SC/ST Act organised by the IIPA Tamil Nadu Regional branch and the Criminology Department of Madras University at Chennai. (January 4, 1999)
5. The Branch has started library facilities for its members. The library was formally declared open by Dr. N. Sethuraman, Hony. Secretary, IIPA Tamil Nadu Regional Branch. (March 7, 1999)
6. The Branch together with the Tirupattur Arima Club has organised free Medical Camp at Annandapatti Village. (March 20, 1999)
7. In collaboration with the Don Bosco Centre, Kalvi Solai, the Branch established 16 farmers self help clusters in the villages in Tirupattur Block. More than 500 small and marginal farmers are members of the clusters.

VALLABH VIDYANAGAR

Chairman - Shri S.P. Shah, "Bhagwat Charan", Plot No. 297, Opp. Saurashtra Colony, Vallabh Vidyanagar-388120.

Hony. Secretary - Dr. S.G. Patel, Department of Physics, Sardar Patel University, Vallabh Vidyanagar- 388120.

Membership - Life 20.

Seminar/Conference

1. Prelude Seminar on "National Agenda for Governance: An Administrative Dimensions" organised by the Branch for IIPA Annual Members' Conference. (October 11, 1998)

Lecture

1. Fifth H.M. Patel Memorial Lecture on "Economic Thinking of Sardar Patel" delivered by Shri Mulashankar Bhatt, Former Joint Secretary, Ministry of Finance, Government of India. (December 7, 1998)

Other Activities

The Branch organised an Essay Writing Competition 1998 on the following subjects:

1. Strengthening Parliamentary Democracy
2. Women in India Polity
3. Information Technology and Public Management System
4. Electoral Reforms
5. India: Nuclear Power State

The winners were: Shri Aswin B. Padhiyar, N.H. Patel College of Education, Anand (Ist Prize), Mr. Rajesh M. Patel, P.G. Department of Physics, Sardar Patel University, V.V. Nagar (IInd Prize) and Mr. Aavrut D. Bhatt, P.G. Department of Psychology, Sardar Patel University, V.V. Nagar (IIIrd Prize).

WARANGAL

Chairman - Prof. G. Srinivas Reddy, Deptt. of Public Administration and H.R.M., Kakatiya University, Warangal-506009.

Hony. Secretary - Dr. V. Shobha, Department of Public Administration and H.R.M., Kakatiya University, Warangal-506009.

Membership - Annual 8, Life 99.

Seminar/Symposium

1. Seminar on "Impressions of Common Wealth". (September 24, 1998)
2. Symposium on "National Agenda of the New Government: Administrative Dimensions". (October 20, 1998)

ANNEXURE X (b)**OFFICE BEARERS OF REGIONAL AND LOCAL BRANCHES*****REGIONAL BRANCHES*****GOA**

Chairman -

*Hony. Secretary - Prof. G.R. Kamath, F/B-4, Government Quarters, Altinho,
Panaji-403001.*

Membership - Annual 170, Life 36.

GUJARAT

*Chairman - Mrs. S.K. Verma, C/o MANFIN, 2nd Floor, Rajnagar Complex, Near
NID, Paldi, Ahmedabad-380007.*

*Hony. Secretary - Shri M.H. Jowher, C/o MANFIN, 2nd Floor, Rajnagar
Complex, Near NID, Paldi, Ahmedabad-380007.*

Membership - Annual 12, Life 127.

PONDICHERRY

Chairman -

Hony. Secretary -

Membership - Annual 1, Life 16.

LOCAL BRANCHES**AURANGABAD**

*Chairman - Shri P.G. Kurse, IAS, Divisional Commissioner, Aurangabad,
Divisional Commissioner's Office, Aurangabad-431001.*

*Hony. Secretary - Dr. P.M. Bora, C/o Divisional Commissioner's Office,
Aurangabad-431001.*

Membership - Annual 10, Life 51.

COIMBATORE

Chairman - Dr. (Mrs.) Rajammal P. Devadas, Vice-Chancellor, Avinashilingam Institute for Home Science, Coimbatore-641043.

Hony. Secretary - Shri G. Dhandapani, No.112, Chinnammai Street, K.K. Pudur, Coimbatore-641038.

Membership - Annual 4, Life 26.

CUDDALORE

Chairman - Shri N. Ranga Ramanujam, Director of Agricultural Marketing (Retd.), No.60, Gandhi Nagar, Cuddalore-607001.

Hony. Secretary - Shri V. Dakshinamoorthy, Dy. Director of Agriculture (Retd.), O/o Jt. Director of Agriculture, Gundusalai, Sammon Dalan, Cuddalore-607001

Membership - Annual 1, Life 51.

DINDIGUL

Chairman - Shri Basker J. Paul, Chairman, Peace Trust, H-2-22, R.M. Colony, Dindigul-600091.

Hony. Secretary - Shri K. Vellaichamy, H-2-2-8, R.M. Nagar, Dindigul-600091.

Membership - Annual 1, Life 19.

GULBARGA

Chairman - Dr. S.P. Hiramath, Professor of Chemistry, Department of Chemistry, Gulbarga University, Gulbarga-585106.

Hony. Secretary - Shri Maruthi K. Pawar, RSL HMT Watch, Swiss India Watch Co., Fort Road, Gulbarga-585101.

Membership - Annual 1, Life 47.

HOWRAH

Chairman - Shri Alapan Banerjee IAS, D.M. Bangloo, P.O. & Dist. Howrah.

Hony. Secretary - Shri Ajay Chowdhury, 61/2, Bhattacharjee Para Lane, Howrah-711304.

Membership - Life 20.

IMPHAL

Chairman - Shri H.V. Goswami IAS, Chief Secretary, Government of Manipur, Imphal-795001.

Hony. Secretary - Prof. R.P. Singh, Department of Geography, University of Manipur, Imphal-795003.

Membership - Annual 1, Life 52.

JABALPUR

Chairman - Dr. V.K. Dubey, 1595, Napier Town, Jabalpur-482001.

Hony. Secretary - Shri D.N. Rathore, 14, BOS Colony, Narmada Road, Jabalpur.

Membership - Annual 2, Life 64.

MADURAI

Chairman - Shri V. Thangavelu, IAS, Collector, Madurai District, Madurai-625002.

Hony. Secretary - Shri G. Venkidusamy, RRD-3, Teachers' Colony, Tirunagar, Madurai-625006.

Membership - Annual 8, Life 134.

MAGADH (BODH-GAYA)

Chairman - Shri R.K. Singh, IAS, Commissioner, Magadh Division, Bodh-Gaya.

Hony. Secretary - Dr. Ghanshyam N. Singh, A/8, Professor's Quarters, Magadh University, Bodh-Gaya-824234.

Membership - Life 51.

MEERUT

Chairman -

Hony. Secretary -

Membership - Annual 4, Life 46.

NASHIK

Chairman - Dr. M.S. Gosavi, 7, Anubandhan, Model Colony, Nashik.

Hony. Secretary - Dr.(Mrs.) A.A. Verulkar, B-3, Shriniwas, Sobhagya Nagar, Gangapur Road, Nashik.

Membership - Annual 27, Life 20.

PUNE

Chairman - Dr. P.R. Dubhashi, "Padma Sindhu", 26-A/1/34, Sahwas Society, Hingne, Pune-411029.

Hony. Secretary - Dr. S.V. Khare, 2006, Sadashiv Peth, Tilak Road, Pune-411030.

Membership - Annual 16, Life 135.

RANCHI

Chairman - Dr. S.D. Singh, Rameshwaram, Bariatu Road, Ranchi-834008.

Hony. Secretary - Dr. L.M. Prasad, M-40 DS, Harmu Housing Colony, Ranchi-834012.

Membership - Annual 5, Life 57.

SIROHI

Chairman - Shri Narendra Kumar Jain, Laxmi Bhavan, Sadar Bazar, Sirohi-307001.

Hony. Secretary - Shri Amrit Lal Dalal, 1/247, Amrit Kunj, Housing Board, Sirohi-307001.

Membership - Annual 1, Life 12.

THANJAVUR

Vice-Chairman - Shri R.J.B. Frederic, B-4, Municipal Colony, 10th Cross, Medical College Road, Thanjavur-617007.

Hony. Secretary - Dr. P. Perumal, 30, Eswari Nagar, Medical College Road, Thanjavur-613004.

Membership - Life 40.

TIRUCHIRAPALLI (TRICHY)

Chairman - Shri K. Rajagopalan, C-31, NEE, Thillainagar, Tiruchirapalli-620018.

Hony. Secretary - Dr. S. Palaniswamy, Head, Department of Social Work and Social Sciences, Bharathidasan University, Tiruchirapalli-620024.

Membership - Annual 8, Life 34.

VADODARA (BARODA)

Chairman - Shri A.K. Luke IAS, C/o Gujarat Alkalies and Chemicals Ltd., Yashkamal, Sayajiganj, Vadodara-390005.

Hony. Secretary - Shri R.J. Mehta, A/9, Vandematram Flats, 42, Arunodaya Society, Alkapuri, Vadodara-390005.

Membership - Annual 4, Life 44.

VELLORE

Chairman - Dr. P.J. Prasantham, Director, Christian Counselling Centre, Sainathapuram, Vellore-632001.

Hony. Secretary - Shri R. Narayanaswamy, Sakunthala Ammal Street, Muni Samy Nagar, Velepadi, Vellore-632001.

Membership - Life 42.

VILLUPURAM

Chairman - Shri Daniel M. Premkumar Pou, 22 E.B. Colony, Maharajapuram, Villupuram-605602.

Hony. Secretary - Shri M. Thirugnanasambandam, 5 Devaraj Street, Keelperumbakkam, Villupuram (S.A. Dt.)-605602.

Membership - Annual 2, Life 15.

VIRUDHUNAGAR

Chairman - Shri C. Brindavan, Professor in Business Administration VHNSV College, Virudhunagar-626001.

Hony. Secretary - Shri R. Kanagavel, Prop. Thangam Industries, Virudhunagar-626001.

Membership - Annual 1, Life 19.

ANNEXURE X (c)

STATEMENT SHOWING DETAILS OF FINANCIAL ASSISTANCE GIVEN
TO IIPA REGIONAL/LOCAL BRANCHES DURING THE YEAR 1998-99

<i>Sl. No.</i>	<i>Seminar/ Conference/ Research Studies/ other Activities</i>	<i>Share of Membership Subscription</i>	<i>Total</i>
(a) REGIONAL BRANCHES			
1. Andhra Pradesh	5,000	18,727	23,727
2. Assam	2,500	7,703	10,203
3. Bihar	7,500	20,740	28,240
4. Delhi	7,500	59,314	66,814
5. Goa	-	4,208	4,208
6. Jammu & Kashmir	2,500	10,069	12,569
7. Karnataka	2,500	8,885	11,385
8. Kerala	4,500	9,862	14,362
9. Madhya Pradesh	-	11,977	11,977
10. Maharashtra	60,000	32,233	92,233
11. Meghalaya	-	2,867	2,867
12. Mizoram	2,500	2,712	5,212
13. Orissa	2,500	7,854	10,354
14. Punjab,Haryana/Chandigarh	2,500	14,998	17,498
15. Rajasthan	2,500	10,449	12,949
16. Tamil Nadu	5,000	22,825	27,825
17. Uttar Pradesh	12,500	26,997	39,497
18. West Bengal	7,500	12,380	19,880
(b) LOCAL BRANCHES			
1. Budaun	1,000	4,445	5,445
2. Burdwan	1,000	1,259	2,259
3. Coimbatore	1,500	1,011	2,511
4. Cuddalore	1,000	1,688	2,688
5. Gulbarga	1,000	1,626	2,626
6. Imphal	-	1,808	1,808
7. Jabalpur	-	2,320	2,320
8. Karimnagar	1,000	1,388	2,388
9. Madurai	-	4,980	4,980
10. Magadh	2,500	1,497	3,997

<i>Sl. No.</i>	<i>Seminar/ Conference/ Research Studies/ other Activities</i>	<i>Share of Membership Subscription</i>	<i>Total</i>
11. Muzzafarpur	3,100	851	3,951
12. Mysore	1,000	1,145	2,145
13. Nagpur	2,500	4,029	6,529
14. Nashik	-	808	808
15. Patiala	1,000	1,048	2,048
16. Pune	-	4,997	4,997
17. Ranchi	2,500	2,146	4,646
18. Saidapet	750	2,017	2,767
19. Salem	1,000	851	1,851
20. Sangli	1,000	823	1,823
21. Sirohi	-	485	485
22. Tirunelveli	-	1,076	1,076
23. Tirupati	2,100	537	2,637
24. Tirupattur	2,500	830	3,330
25. Trichy	1,000	1,259	2,259
26. Vadodara	1,000	1,720	2,720
27. Vallabh Vidyanagar	2,500	752	3,252
28. Vellore	1,750	1,359	3,109
Total	1,59,700	3,33,555	4,93,255

ANNEXURE X (d)

LIST OF FACULTY MEMBERS ATTACHED WITH BRANCHES

1.	Andhra Pradesh	Prof. G.K. Misra
2.	Assam	Dr. M.K. Narain
3.	Bihar	Dr. Jaitilak Guha Roy
4.	Delhi	Prof. P.K. Chaubey
5.	Goa	Dr. (Mrs.) Rajesh Singh
6.	Gujarat	Prof. R.K. Sachdeva
7.	Jammu & Kashmir	Dr. R.K. Barik
8.	Karnataka	Prof. S.S. Singh
9.	Kerala	Prof. R.N. Thakur
10.	Madhya Pradesh	Prof. R.K. Tiwari
11.	Maharashtra	Prof. S.N. Mishra
12.	Meghalaya	Prof. V.K. Sharma
13.	Mizoram	Prof. A.K. Sharma
14.	Orissa	Prof. Nand Dhameja
15.	Pondicherry	Dr. (Mrs.) Shanta Kohli Chandra*
16.	Panjab/Haryana/Chandigarh	Prof. (Mrs.) Aasha Kapur Mehta
17.	Rajasthan	Prof. K.N. Kabra
18.	Tamil Nadu	Prof. K.S.R.N. Sarma
19.	Uttar Pradesh	Dr. J.N. Upadhyay
20.	West Bengal	Prof. J.C. Kapur

* Has since sought voluntarily retirement on 8.12.1998.

ANNEXURE XI
ADMINISTRATIVE AND PERSONNEL MATTERS

Appointments

Dr. (Mrs.) Lipi Mukhopadhyay, Lecturer (Senior Scale) was placed in the Selection Grade with effect from June 29, 1998.

Ms. Meena and Shri Hemant Khare were appointed as Professional Assistants with effect from October 20, 1998.

Shri J.N. Jha was appointed as Building Supervisor (Maintenance) with effect from June 9, 1998 (A.N.).

Shri B.S. Rana, Senior Stenographer, re-appointed for period of one year with effect from March 1, 1999.

Mrs. Savita Mehta was appointed as Public Relation Officer on ad-hoc basis on a consolidated salary of Rs.8,000 per month for a period of one year with effect from November 16, 1998.

S/Shri R.K. Verma and Chuni Lal have been designated as Superintendents.

Retirements

Dr. (Mrs.) Shanta Kohli Chandra, Reader retired voluntarily from the service of the Institute on 8.12.1998.

Shri Devi Prasad, Superintendent, retired on superannuation from the service of the Institute on 30.4.1998.

Shri Rang Bahadur Pandey, Sr. Machine Operator, retired on superannuation from the service of the Institute on 30.4.1998.

Shri Pundlik Thakre, Sr. Machine Operator, retired on superannuation from the service of the Institute on 30.4.1998.

Shri Hira Singh, Sr. Machine Operator, retired on superannuation from the service of the Institute on 31.5.1998.

Shri Nanne Ram, Head Safai Karamchari, retired on superannuation from the service of the Institute on 31.5.1998.

Shri M.C. Mehrishi, Asstt. Librarian, retired on superannuation from the service of the Institute on 31.7.1998.

Shri U.R. Dhaundiyal, Superintendent, retired on superannuation from the service of the Institute on 31.8.1998.

Shri S.S. Negi, Assistant, retired on superannuation from the service of the Institute on 30.11.1998.

Shri Mangla Nand, Library Attendant, retired on superannuation from the service of the Institute on 30.11.1998.

Shri Baraf Chand, Sr. Machine Operator, retired on superannuation from the service of the Institute on 28.2.1999.

Resignation

Shri Ashish Kothari, Lecturer was permitted to resign from the service of the Institute with effect from the forenoon of 1st November, 1997.

ANNEXURE XII**SCHOLARS AFFILIATED TO IIPA**

1. Prof. Philip K. Oldenburg of Columbia University, New York, USA was affiliated to this Institute since July 1997 to September 1998 for carrying out his Post-Doctoral research on "Mapping Governance at the Grassroots" as approved by Ministry of Human Resource Development, Government of India.
2. Ms. Safia Aggarwal a student of University of Hawaii, USA is affiliated to this Institute from July 1998 to July 1999 for carrying out research on "Protected Area Versus the Sacred Grove: A Comparative Study of Two Contemporary Systems of Conservation in India".
3. Dr. B.M. Verma a former faculty member of IIPA is affiliated to this Institute on ICSSR Scholarship since 2.12.1997 for carrying out research on "Social Justice in the New Act of Panchayati Raj—A Study of Rural Services Delivery System for Weaker Sections".
4. Smt. Shovana Narayan, Joint Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India for carrying out research on "Sharing of Resources between Centre and States and its Impact on the Resource Raising Capacity of the States".

**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

We have audited the attached Balance Sheet of the Indian Institute of Public Administration as at 31st March, 1999, and Income and Expenditure Account for the year ended on that date and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us, the said accounts read along with significant accounting policies and notes to Accounts give a true and fair view:

- (i) In case of the Balance Sheet the state of affairs of the Institute as at 31st March, 1999, and
- (ii) In case of the Income and Expenditure Account, of the excess of Income over Expenditure for the year ended on that date.

Dated: 6th August, 1999

For THAKUR VAIDYANATH AIYAR & CO.
Chartered Accountants
New Delhi

R. BALACHANDER
Partner

ANNEXURE XIII
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Balance Sheet as on 31st March, 1999

<i>Particulars</i>	<i>Schedule No.</i>	<i>Current Year As on 31.3.99 Rs.</i>	<i>Previous Year As on 31.3.98 Rs.</i>
Liabilities			
Capital Asset Fund		52,165,516.00	39,833,915.00
Membership Fund		5,949,324.00	6,038,374.00
Capital Funds	1	5,290,955.00	4,199,321.00
Grants, Utilised Balances	2	16,028,221.00	12,210,532.00
Current Liabilities	3	3,135,408.00	6,372,810.00
IIPA Pension Fund		63,469,296.00	0.00
IIPA GP Fund		32,113,742.00	0.00
IIPA Employees CP Fund		9,733,877.00	57,609,974.00
Excess of Income Over Expenditure		1,520,708.00	0.00
Total		189,407,047.00	126,264,926.00
Assets			
Fixed Assets	4	52,165,516.00	39,833,915.00
Investment of Funds	5	24,276,472.00	23,222,472.00
Grants Receivables	2	1,876,109.00	1,240,365.00
Current Assets	6	5,772,035.00	3,247,461.00
IIPA Pension Fund Investments		63,469,296.00	0.00
IIPA GP Fund Investments		32,113,742.00	0.00
IIPA Employee CPF Investments		9,733,877.00	57,609,974.00
Excess of Expenditure Over Income		0.00	1,110,739.00
Accounting Policies & Notes	17		
Total		189,407,047.00	126,264,926.00

As per our Report of even date.
FOR THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants
New Delhi

R. BALACHANDER
Partner

S.B. CHAVAN
Chairman

M.C. GUPTA
*Director &
Member Secretary*

G.C.L. JONEJA
Honorary Treasurer

Dated : 6th August, 1999.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Income and Expenditure Account for the Year ended 31st March, 1999

Particulars	Schedule No.	Current Year (As on 31.3.99) Rs.	Previous Year As on 31.3.98 Rs.
Expenditure			
Pay & Allowances (Including CRDA)	7 & 10	29,816,933.00	18,965,638.00
Training Programmes		2,326,489.00	2,112,992.00
Research Studies/Seminars		10,761.00	41,127.00
Publications		868,140.00	746,848.00
Library Periodicals & Binding Charges		661,543.00	316,561.00
Branches Promotion Activities		483,255.00	534,153.00
Campus Maintenance Including Hostel	8	5,783,609.00	4,661,578.00
Administrative & Miscellaneous	9	5,259,977.00	3,720,963.00
Charges			
Centre for Rural Development Administration	10	51,498.00	18,349.00
Miscellaneous Expenditure			
PG Professional Programme in Information		565,275.00	0.00
Technology and Management			
Cost of Assets Acquired out of		1,287,925.00	51,707.00
Recurring Grant (Transferred to Assets Fund)			
Amount Transferred to Payable to MCD A/C		0.00	2,300,000.00
Amount Transferred to Vth Pay		0.00	1,625,000.00
Commission Arrear Payable A/C			
Amount Transferred to Infrastructure		1,000,000.00	0.00
Development Fund			
Total		48,115,405.00	35,094,916.00
Income			
Maintenance Grant from Ministry of			
Personnel, Public Grievances & Pensions (Recurring)		30,300,000.00	17,700,000.00
Grant for Payment of MCD Property Tax Arrears		0.00	2,300,000.00
Grant for Payment of Arrear Vth Pay Commission	11	2,917,000.00 *	5,083,000.00
Member's Subscriptions		804,680.00	773,046.00
Fee for Training Programmes		4,251,215.00	4,567,355.00
Consultancy Fee - Net Income		1,363,942.00	652,118.00
Rent Receipts		2,905,913.00	1,157,774.00
Income from Publications		306,804.00	351,800.00
Amount Transferred from Research Endowment Fund		350,000.00	350,000.00
Miscellaneous Receipts	12	5,132,298.00	2,909,441.00
PG Professional Programme in IT MGT.		790,000.00	0.00
Amount Transferred from Vth Pay Commission		1,625,000.00	
Arrear Payable A/C			
Total		50,746,852.00	35,844,534.00
Surplus for the Year		2,631,447.00	749,618.00
Less: Deficit upto Previous Year as		1,110,739.00	1,860,352.00
Per Balance Sheet,			
Net Balance (+Surplus-Deficit)		1,520,708.00	-1,110,739.00

Note: * Sanctioned in March 98 but Received in April, 98.

FOR THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants
New Delhi

R. BALACHANDER
Partner

S.B. CHAVAN
Chairman

M.C. GUPTA
*Director &
 Member Secretary*

G.C.L. JONEJA
Honorary Treasurer

Dated : 6th August, 1999.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Receipts and Payments Accounts for the Year Ended 31st March, 1999

<i>Particulars</i>	<i>Amount</i>	<i>Schedule No.</i>	<i>Amount</i>
Receipts			
Opening Balance			
Cash in Hand	952.00		
Petty Cash Imprest	495.00		
Postage Imprest	<u>17,753.00</u>		19,200.00
Balances with Banks			
(i) Current Accounts:			
State Bank of India	42,917.00		
UCO Bank, IIPA	1,951,483.00		
UCO Bank, Supreme Court	<u>500.00</u>		1,994,900.00
(ii) Saving Accounts:			
First National City Bank of New York	<u>542,680.00</u>		542,680.00
Part A (i) Maintenance Grant and Internal Receipts		13	91,005,931.00
Part (ii) Non Recurring/Plan Grants Under Five Year Plan		14	8,000,000.00
Part B: Funds, Deposits & Advances		15	1,326,558.00
Part C: Grants for Other Centres, Research Projects, etc.		16	29,113,125.00
Total			<u>132,002,394.00</u>
Payments			
Part A (i) Expenditure Against Maintenance Grant & Internal Receipts		13	89,345,321.00
Part A (ii) Expenditure Against Non Recurring/Plan Grants		14	6,924,944.00
Part B: Payments out of Funds, Deposits and Advances		15	4,703,341.00
Part C: Expenditure Against Grants For Other Centres, Research Projects, etc.		16	27,006,236.00
Closing Balance			
Cash in Hand	15,201.00		
Petty Cash Imprest	427.00		
Postage Imprest	<u>4,483.00</u>		20,111.00
Balances with Banks:			
(i) Current Accounts:			
State Bank of India	145,211.00		
UCO Bank, IIPA	3,252,252.00		
UCO Bank, Supreme Court	<u>500.00</u>		3,397,963.00
(ii) Saving Accounts:			
First National City Bank of New York	<u>604,478.00</u>		604,478.00
Total			<u>132,002,394.00</u>

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 1: Capital Fund (as at 31.3.99)

<i>Sl. No.</i>	<i>Description</i>	<i>Opening Balance Rs.</i>	<i>Contributions/ Interest Rs.</i>	<i>Amount Utilised Rs.</i>	<i>Closing Balance Rs.</i>
1.	Staff Benevolent Fund	84,154.00	24,206.00	19,360.00	89,000.00
2.	Research Endowment Fund	3,498,350.00	414,410.00	350,000.00	3,562,760.00
3.	Annual School Prize Fund	24,077.00	2,894.00	10,000.00	16,971.00
4.	Consultancy Support Fund	60,948.00	0.00	0.00	60,948.00
5.	Ford Foundation-IV Fund (Interest)	531,792.00	34,375.00	4,891.00	561,276.00
6.	Infrastructure Development Fund	0.00	1,000,000.00	0.00	1,000,000.00
Total		4,199,321.00	1,475,885.00	384,251.00	5,290,955.00

Note: Interest has been taken on receipt basis. Most of the investments are on long-term basis where the interest will be received on maturity.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 2: Details of Other Grants Received and Expenditure incurred thereon During the Year Ended 31st March, 1999

S. No.	Source	Grant Utilised (-) Recoverable As on 1.4.98 Rs.	Receipts During the Year Rs.	Total Utilised Rs.	Payments/ Adjustments Rs.	Grant Utilised/ (-) Recoverable As on 31.3.99 Rs.
OTHER CENTRES						
1.	Grant from Ministry of Urban Affairs, New Delhi for Centre for Urban Studies (including internal Receipts of Rs. 12,614.00)	68,616.00	3,892,614.00	3,961,230.00	4,653,483.00	-692,253.00
2.	Grants from Ministry of Agriculture for National Centre for Disaster Management	3,335,775.00	10,700,000.00	14,035,775.00	10,309,733.00	3,726,042.00
OTHER PROGRAMMES / PROJECTS						
3.	Grants From Deptt. of Personnel & Training for Advanced Professional Programme in Public Administration	155,190.00	3,350,000.00	3,505,190.00	3,503,141.00	2,049.00
4.	Other Programme from Department of Personnel and Training (Including Plan Grant)	5,374,007.00	12,371,230.00	17,745,237.00	10,974,008.00	6,771,229.00
5.	Other Programmes	377,438.00	13,186.00	390,624.00	0.00	390,624.00
6.	Grants from ICSSR for Research Projects	14,662.00	43,500.00	58,162.00	41,131.00	17,031.00
7.	Other Research Projects	331,662.00	1,470,238.00	1,801,900.00	590,296.00	1,211,604.00
8.	Consultancy Projects	1,312,817.00	5,272,357.00	6,585,174.00	3,859,388.00	2,725,786.00
	Total	10,970,167.00	37,113,125.00	48,083,292.00	33,931,180.00	14,152,112.00

Figures for the Year 1997-98

Rs. 1,22,10,532.00
Rs. 12,40,365.00

Unutilised Balance of Grant Carried over to Next Year
Grant Receivable Carried over the Next Year

16,028,221.00
1,876,109.00

Balances have been taken from Detailed Schedule for Project Grants.

*Includes Rs. 13,63,942.00 Transferred to Income and Expenditure Accounts Being net Income on Consultancy Assignments Concluded During the Year.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 3: Current Liabilities as at 31st March, 1999

<i>Particulars</i>	<i>As on 31st March 1999 Rs.</i>	<i>As on 31st March 1998 Rs.</i>
Unpaid Salaries	1,347.00	-199.00
Canteen Contractor/Mess Charges	185,060.00	189,861.00
Honorarium Payable to Faculty/Staff	13,881.00	7,555.00
Stale Cheque Account	105,343.00	60,324.00
Other Liabilities	27,791.00	-46.00
Amount Payable to MCD	2,069,280.00	3,900,000.00
Amount Received from IAMR Pending Adjustment	196,469.00	196,469.00
Other Deposits	536,237.00	393,846.00
Vth Pay Commission Arrears Payable A/C (Group B,C,D Employees)	0.00	1,625,000.00
Total	3,135,408.00	6,372,810.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 4: Fixed Assets as at 31 March, 1999

<i>Particulars</i>	<i>Cost As on 31.3.98 Rs.</i>	<i>Additions/ Adjustments Rs.</i>	<i>Cost as on 31.3.99 Rs.</i>
Buildings	8,429,424.00	0.00	8,429,424.00
Furniture & Fixtures & Office Equipments	21,018,863.00	11,113,375.00	32,132,238.00
Library Books	9,274,981.00	1,180,128.00	10,455,109.00
Vehicles	1,110,647.00	38,098.00	1,148,745.00
Total	39,833,915.00	12,331,601.00	52,165,516.00
Previous Year	34,724,193.00	5,109,722.00	39,833,915.00
<i>Note:</i> The centrewise details of above assets are as follow:			
Core (Main)	33,358,983.00	7,664,623.00	41,023,606.00
NCDM	3,790,915.00	4,515,625.00	8,306,540.00
CRDA	329,290.00	0.00	329,290.00
CUS	1,907,613.00	112,236.00	2,019,849.00
APPA	447,114.00	39,117.00	486,231.00
Total	39,833,915.00	12,331,601.00	52,165,516.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 5: Investment of Funds as at 31st March, 1999

<i>Name of the Fund</i>	<i>Balance as on 31st March, 1998 Rs.</i>	<i>Additions Rs.</i>	<i>Enchashments Rs.</i>	<i>Balance as on 31st March, 1999 Rs.</i>
Annual School Prize Fund	23,200.00	6,400.00	6,400.00	23,200.00
Staff Benevolent Fund	79,700.00	12,000.00	12,000.00	79,700.00
Life Membership Fund	5,639,970.00	1,400,000.00	1,546,000.00	5,493,970.00
Corporate Membership Capital Fund	476,000.00	100,000.00	100,000.00	476,000.00
Research Endowment Fund	3,498,602.00	970,000.00	830,000.00	3,638,602.00
Consultancy Support Fund	0.00	60,000.00	0.00	60,000.00
Other Deposits	13,505,000.00	14,500,000.00	13,500,000.00	14,505,000.00
Total	23,222,472.00	17,048,400.00	15,994,400.00	24,276,472.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 6: Current Assets, Loans and Advances as at 31st March, 1999

<i>Particulars</i>	<i>As on 31st March, 1999 Rs.</i>	<i>As on 31st March, 1998 Rs.</i>
Cash/Postage Imprest	20,111.00	
Balances with Banks		
In Current Account	3,397,963.00	
In Savings Accounts	<u>604,478.00</u>	4,022,552.00
		2,556,780.00
Advances to Employees		1,643,213.00
Deposits (with DESU, DDA, etc.)		584,911.00
Total	106,270.00	105,770.00
	5,772,035.00	3,247,461.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 7: Pay and Allowances - CORE

<i>Particulars</i>	<i>1998-99 Rs.</i>	<i>1997-98 Rs.</i>
Faculty and Attached Staff	8,731,157.00	4,696,005.00
Office of Academic Activities	1,676,531.00	1,217,960.00
Library	2,989,977.00	1,836,025.00
Publications	1,477,275.00	1,047,215.00
Maintenance	1,726,960.00	1,561,462.00
Hostel	1,783,836.00	1,506,822.00
Administration (Including Leave Reserve, Misc. & Membership)	3,553,065.00	2,853,637.00
Accounts & Pension Cell	1,247,554.00	918,223.00
Research & Consultancy Unit	316,190.00	237,661.00
Computer Centre	479,963.00	347,327.00
Overtime Allowance	404,567.00	382,104.00
Gratuity	2,076,298.00	584,395.00
Total	26,463,373.00	17,188,836.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 8: Campus Maintenance

<i>Particulars</i>	<i>1998-99 Rs.</i>	<i>1997-98 Rs.</i>
Repair and Maintenance	1,643,233.00	998,044.00
Hostel General Charges	163,121.00	132,165.00
Rents, Rates & Taxes	200,000.00	200,000.00
Water & Electricity Charges	3,298,622.00	2,833,125.00
Security Arrangements	478,633.00	498,244.00
Total	5,783,609.00	4,661,578.00
Amount Paid to MCD as part Payment towards MCD Property Tax arrears from Amount Payable to MCD a/c	1,830,720.00	0.00
Grand Total	7,614,329.00	4,661,578.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Schedule 9: Administrative and Miscellaneous Charges

<i>Particulars</i>	<i>1998-99</i> <i>Rs.</i>	<i>1997-98</i> <i>Rs.</i>
Travelling Expenses	1,289,954.00	749,369.00
Honorarium to Auditors	15,000.00	15,000.00
Printing and Stationery	467,436.00	196,550.00
Telephones	972,327.00	945,489.00
Postage and Telegraphme	441,018.00	314,131.00
Repair, Maintenance and Running Charges of Risograph	392,946.00	239,079.00
Repair, Maintenance and Running Charges of Office/Project Equipments etc. (Including Photocopying Machines)	470,574.00	435,473.00
Liveries	105,763.00	148,758.00
Conveyance Charges	109,316.00	111,951.00
Motor Car Expenses	216,771.00	146,060.00
Essay Prize	30,096.00	7,124.00
Advertisement Expenditure	103,204.00	104,052.00
Misc. Expenditure Institute	328,309.00	185,108.00
Misc. Expenditure Others	317,263.00	125,819.00
Total	5,259,977.00	3,720,963.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Schedule 10: Centre for Rural Development Administration

<i>Particulars</i>	<i>1998-99</i> <i>Rs.</i>	<i>1997-98</i> <i>Rs.</i>
Pay and Allowances	3,353,560.00	1,776,802.00
Misc. Expenditure		
Contingencies	110.00	126.00
Travelling Allowances	0.00	4,980.00
Newsletters & Periodicals	51,388.00	13,243.00
Total	3,405,058.00	1,795,151.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 11: Membership Subscription/Interest on Membership Funds

<i>Particulars</i>	<i>1998-99 Rs.</i>	<i>1997-98 Rs.</i>
Subs. - Associate	7,890.00	9,410.00
Subs. - Corporate	23,500.00	30,125.00
Subs. - Student Membership	3,400.00	3,800.00
Subs. - Ordinary	42,305.00	104,310.00
Interest on Corporate Membership Capital Fund	45,090.00	37,885.00
Interest on Life Membership Capital Fund	682,495.00	587,516.00
Total	804,680.00	773,046.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 12: Miscellaneous Receipts

<i>Particulars</i>	<i>1998-99 Rs.</i>	<i>1997-98 Rs.</i>
Receipt from Risograph	226,054.00	178,162.00
Receipt from Office/Project Equipments (Including Photocopy Machines)	982,818.00	841,730.00
Receipt Overhead Charges from Other Centres, Research Projects/Programmes etc.	1,428,462.00	721,394.00
Service Charges	681,112.00	281,046.00
Gain in Exchange	44,796.00	22,837.00
Interest on House Building Advance	67,794.00	66,133.00
Interest on Conveyance Advance	5,825.00	7,963.00
Intt. on Short Term Deposits	1,145,450.00	457,363.00
Misc. Receipts Institute	81,525.00	187,943.00
Other Receipts	468,462.00	144,870.00
Total	5,132,298.00	2,909,441.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 13: Receipts and Payments Account for the Period Ending 31st March, 1999

Part A (I) Maintenance Grant from Government of India and Internal Receipts

<i>Particulars</i>	<i>Amount (Rs.)</i>
Receipts	
Maintenance Grant from Ministry of Personnel, Public Grievances and Pensions, (Deptt. of Personnel and Training (Non Plan) Recurring	30,300,000.00 *
Grant for Arrear of Vth Pay Commission	2,917,000.00 **
Grant Towards Pension Corpus Fund	40,000,000.00 **
Members Subscription	804,680.00
Fee for Training Programmes	4,251,215.00
Consultancy Fee (Net Income)	1,363,942.00
Rent Receipts	2,905,913.00
Income from Publications	306,804.00
Amount Transferred from Research Endowment Fund	350,000.00
Miscellaneous Receipts (Including Overheads)	5,132,298.00
Fee P.G. Professional Programme in I.T.Mgt.	790,000.00
Recovery of Advances to Staff for Computer, Conveyance, House Building and Festival	259,079.00
Amount Transferred for Settlement of Vth Pay Commission Arrear received in Previous Year	1,625,000.00
	91,005,931.00

* Sanctioned in March, 98 (1997-98) But Received in April, 98

** Including Rs. 2,00,00,000.00 Sanctioned in March, 98 But received in April, 98

<i>Payments</i>	
Amount Transferred to Pension Corpus Fund	40,000,000.00
Pay & Allowances CORE	2,64,63,373.00
CRDA	33,53,560.00
Training Programmes	2,326,489.00
Research Studies/Seminars	10,761.00
Publications	868,140.00
Library Books, Periodicals, Binding Charges and Equipments	1,249,245.00 +
Branches Promotion Activities	483,255.00
Campus Maintenance	5,783,609.00
Administrative and Miscellaneous Charges	5,960,200.00 ++
Centre for Rural Development Administration (Misc. Expenditure)	51,498.00
P.G. Professional Programme in I.T. Mgt.	565,275.00
Advances to Employees for Conveyance, Computer House Building and Festival	1,229,916.00
Amount Transferred to Infrastructure Development Fund	1,000,000.00
Total Expenditure During the Year	89,345,321.00
Excess Income During the Year	1,660,610.00
Less: Excess Expenditure as at 31st March, 1998	1,631,388.00
Net Excess Income as at 31st March, 1999	29,222.00

Note: + Includes Equipments Worth Rs. 587702.00 Purchased During the Year.

++ Includes Rs. 700223.00 cost of Assets Acquired and Rs. 1000
Towards yearly Written Down Value of Each of 10 OYT Lines.

UTILISATION CERTIFICATE (SCHEDULES 13 AND 14)

Certified that against the total receipts of Rs. 5,10,05,931 [Comprising of (i) Grant-in-aid of Rs. 3,32,17,000 (including 29,17,000 sanctioned in March, 98 but received in April, 98) received from Government of India, Ministry of Personnel, Public Grievances & Pensions, Department of Personnel and Training, New Delhi during 1998-99; (ii) Rs. 16,25,000 transferred from current liabilities (received in 97-98, for arrears of Group B, C & D Staff towards Vth Pay Commission); and (iii) internal receipts of Rs. 1,61,63,931], a total sum of Rs. 5,09,76,709 [including excess expenditure of Rs. 16,31,388 as at 31.3.1998] has been utilised on recurring expenditure, thus leaving an unspent balance of Rs. 29,222 which has been carried over for adjustment during 1999-2000, as indicated in Schedule 13.

It is also certified that Non-recurring Grant/Plan Grant received were utilised as indicated below and as also indicated in Schedule 13 & 14 respectively :

1. During the year a sum of Rs. 4,00,00,000 (including Rs. 2,00,00,000 sanctioned in March, 98 but received in April. 98) towards I and II Instalment of Pension Corpus Fund was received which has been utilised for the purpose it was meant for.
2. Out of the Annual Plan Grant-in-aid of Rs. 82 lakhs, received during the year 1997-98 an amount of Rs. 43,39,778 has been utilised during the year 1997-98 and balance of Rs. 38,60,222 has been utilised during 1998-99 and,
3. Out of the Annual Plan Grant-in-aid of Rs. 80 lakhs received during the year 1998-99, an amount of Rs. 30,64,722 has been utilised during the year, leaving a balance of Rs. 49,35,278 which has been carried over for utilisation during 1999-2000.

For THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants
 New Delhi

R. BALACHANDER <i>Partner</i>	S.B. CHAVAN <i>Chairman</i>	M.C. GUPTA <i>Director & Member Secretary</i>	G.C.L. JONEJA <i>Honorary Treasurer</i>
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Dated : 6th August, 1999.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 14: Receipts and Payments Account for the Year Ended 31st March, 1999

Part A-II Non-Recurring/Plan Grants under Five Year Plan

<i>Particulars</i>	<i>Rs.</i>
Receipts	
I. Annual Plan Grant 1998-99	8,000,000.00
II. Unutilised Balance at the End of Previous Year Against Annual Plan Grant 1997-98	3,860,222.00
	<u>11,860,222.00</u>
Payments	
(a) Faculty and Staff Development	344,516.00
(b) (i) Upgradation and Modernisation of IIPA Library as National Resource Centre in Pub. Administration	269,144.00
(ii) Gaps in Public Administration (Acquisition of Literature— Library Books)	<u>681,160.00</u>
(c) (I) Modernisation of Hostel Facilities	837,172.00
(II) Modernisation of Training Facilities	<u>2,959,492.00</u>
(d) (i) Development of Main Building Complex of the Institute	1,150,641.00
(ii) Computerisation of Office Work	450,080.00
(e) Long Term Research Studies	<u>232,739.00</u>
Total	<u>6,924,944.00</u>

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 15: Part B: Funds, Deposits and Advances

<i>Particulars</i>	<i>Figures in Rs.</i>
Receipts	
Other Items	44,857.00
Infrastructure Development Fund	1,000,000.00
Corporate Membership Capital Fund	10,000.00
Staff Benevolent Fund	4,846.00
Other Deposits	141,891.00
Research Endowment Fund	64,410.00
F.F. IV Interest	29,483.00
Unpaid Salaries	1,546.00
Amount Payable to C.P. Fund Towards Employer's Contribution	29,525.00
Total	1,326,558.00
Payments	
Life Membership Capital Fund	99,050.00
Annual School Prize Fund	7,106.00
Vth Pay Commission Arrear Payable Account	1,625,000.00
T A Advance	69,313.00
Amount Payable to MCD A/C	1,830,720.00
Advance to Staff for Expenses	18,152.00
Fixed Deposits with Banks	1,054,000.00
Total	4,703,341.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 16: Part C—Receipts for Other Centres, Projects, Programmes, etc.

<i>Particulars</i>	<i>Figures in Rs.</i>
Receipts	
Grant from Ministry of Agriculture and Cooperation for National Centre for Disaster Management	10,700,000.00
Grant from Ministry of Urban Affairs & Employment (Department of Urban Development) for Centre for Urban Studies and Internal Receipts	3,892,614.00
Grants from Department of Personnel and Training for Advanced Professional Programme in Public Administration	3,350,000.00
Other Programmes from Department of Personnel and Training	4,371,230.00
Other Programmes	13,186.00
Grants from ICSSR for Research Projects/Studies	43,500.00
Other Research Projects/Studies	1,470,238.00
Consultancy Assignments	5,272,357.00
Total	29,113,125.00
Payments	
National Centre for Disaster Management	10,309,733.00
Centre for Urban Studies	4,653,483.00
Advanced Professional Programme in Public Administration	3,503,141.00
Other Programmes Assigned by the Department of Personnel and Training	4,049,064.00
Other Programmes	0.00
Research Projects/Studies from ICSSR	41,131.00
Other Research Projects Studies	590,296.00
Consultancy Assignments	3,859,388.00
Total	27,006,236.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**Schedule 17: Significant Accounting Policies and Notes Forming Part of Accounts for the year Ended 31st March, 1999.**

- (a) Income and Expenditure is accounted for on cash basis.
- (b) No Depreciation on fixed assets has been provided in the accounts.
- (c) Stationary, paper, maintenance items and Institute's publications have been charged as expenditure at the time of their purchase/incurrence. However quantitative records are being maintained.
- (d) Interest accrued but actually not received on investments has not been provided for in the accounts.
- (e) As desired by the government audit gratuity to retiring employees has been met out of the maintenance grant received from Department of Personnel and Training.
- (f) A separate account is being maintained for C.P. Fund, G.P. Fund and Pension Fund for IIPA. However, total balances have been incorporated on the liabilities and assets side in the main Balance Sheet as at 31st March, 1999.
- (g) Project related expenses are directly accounted for and reflected as a utilisation of the respective grant as detailed in Schedule 2.
- (h) Foreign currency balance (in dollars) in First National City Bank, New York are translated at year ending conversion rates. Difference on account of conversion is reflected as increase/decrease in respective fund. As regards other transactions in foreign currency the difference in conversion rates is treated as an income or expenses and reflected in the other income/expenditure account.
- (i) Fees on Consultancies/Research Projects is accounted for on receipt basis.
- (j) Consequent to the approval of Pension cum G.P. Fund Scheme for employees of IIPA, respective balances lying in the C.P. Fund's Assets and Liabilities accounts have been transferred to Pension Fund and G.P. Fund Accounts.
Amounts in respect of those employees who have not opted for Pension Scheme are retained in the C.P. Fund Accounts.

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(a) Upto 1987	75%
(b) During 1988-93	50%
(c) Published in or after 1994	35%
(d) Complete set of publications and periodicals	60%
(e) Books published under the auspices of IIPA	25%

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